WORLDWIDE WOMEN IN DEVELOPMENT
(WORLDWID)
FELLOWS PROGRAM

USAID FAO-0100-A-00-6003-00

FINAL REPORT
April 12, 1996 to September 30, 1999

University of Florida
with
Bennett College
Center for PVO/University Collaboration
and Datex, Inc.

September 30, 1999

University of Florida
International Center
123 Grinter Hall
P.O. Box 113225
Gainesville, Florida 32611-3225
Phone: 352-392-5323

WORLDWIDE WOMEN IN DEVELOPMENT (WORLDWID) FELLOWS PROGRAM FINAL REPORT

Contractor:	**University of Florida with Datex, Inc., PVO/UC at Western Carolina, and Bennett College**
Contract #:	**USAID FAO-0100-A-00-6003-00**
Reporting period:	**April 12, 1996 to September 30, 1999**
Submitted	**September 30, 1999**
Submitted by	**Lisette M. Staal, Principal Investigator, and Acting Director**

University of Florida
International Center
123 Grinter Hall
P.O. Box 113225
Gainesville, Florida 32611-3225
Phone: 352-392-5323

WORLDWID FELLOWS PROGRAM, FINAL REPORT
(USAID FAO-0100-A-00-6003-00)

Table of Contents

Section I – Contractors Report

1. **Background 2**

2. **Expected Results and Accomplishments.....4**
   1. **Meeting Mission needs for gender related assistance.....4**
   2. **At least 24 Fellows placed.....12**
   3. **Establishment of Network and Database.....17**
   4. **Sustainability of the WorldWID Fellows program.....18**
   5. **Meeting diversity requirements in recruiting and placement...19**

3. **Current Core Activities**
   - **CA#1 Recruitment and advertising.....19**
   - **CA#2 Selection of Fellows.....21**
   - **CA#3 Placement.....21**
   - **CA#4 Training.....24**
   - **CA# 5 Backstopping and communication.....27**
   - **CA#6 Networking.....28**
   - **CA# 7 Database.....29**
   - **CA#8 Sustainability.....30**

4. **Performance**
   Recommendations.....31
   Sub- contractor reports.....36

5. **Administrative Information.....38**

ATTACHMENTS
Subcontractors Final Reports
- **Bennett College**
- **Center for PVO/University Collaboration in Development**
- **Datex, Inc.**

WorldWID Fellows' Biographies
WorldWID Fellows Addresses

ADDITIONAL MATERIALS SUBMITTED
Experts Database
Recruitment Database

WORLDWIDE WOMEN IN DEVELOPMENT (WORLDWID) FELLOWS PROGRAM FINAL REPORT

Contractor: **University of Florida with Datex, Inc., PVO/UC at Western Carolina, and Bennett College**

Contract #: **USAID FAO-0100-A-00-6003-00**

Reporting period: April 12, 1996 to September 30, 1999

Submitted September 30, 1999 by
Lisette M. Staal, Principal Investigator, and Acting Director

Section I – Contractor's Report

A. Narrative

1. Background: (Describe briefly the overall contract final objective in terms of level of effort, if appropriate, and total estimated cost to accomplish objective.)

WorldWID is a fellowship program for mid-career professionals and U.S. citizens who are interested in developing their capacity to address Gender and Development issues in their applied work. The goal of the WorldWID Fellows program is to build a technical cadre to facilitate the incorporation of gender issues into the development programs of USAID and to expand the capacity of U.S. institutions to provide human resources for these efforts.

Total estimated cost: $2,348,490.00

2. Expected results:
Specific results expected at conclusion of contract:

- Meeting mission needs for gender-related assistance.
- At least 24 Fellows will have been placed in USAID offices, missions or projects.
- Establishment of a WorldWID Fellows network and database.
- Sustainability of the WorldWID Fellows program.
- Meeting diversity requirements in recruiting and placements.

3. Current core activities:

- **CA#1: Recruitment and advertising**: the Program maintains a schedule for nation-wide recruiting of mid-career professionals, primarily through electronic means, but also through print media, advertising in selected publications, and presentations at

various conferences and other venues, paying special attention to reaching diverse audiences.

- **CA#2: Selection of Fellows**: selection of Fellows follows a process after recruitment, of initial screening at UF, first review by Program team members, and final selection by the Advisory Board.
- **CA#3: Placement**: the negotiation of field assignments is a long process that involves many steps and components, including identifying a USAID mentor, developing a Scope of Activities, negotiating Mission support, and follow-up while Fellow is in field. The USAID/G/WID COTR for WorldWID works with UF in making initial contacts with Missions and USAID/Washington and keeps interested Missions and other offices informed of Agency policies regarding Fellows.
- **CA#4: Training**: In general, provisional Fellows undergo a period of intensive WID and GAD training in Gainesville for up to six weeks followed by a one to two week orientation and training in Washington, D.C. For Fellows who are specially recruited, the training and orientation program is significantly modified and is noted when appropriate.
- **CA#5: Backstopping and communication with Fellows**: while in the field, Fellows submit weekly and monthly reports which are read, acknowledged and acted upon appropriately by Program team members. Fellows are also required to submit a final report and evaluation.
- **CA#6: Networking**: the Program will develop a network for Fellows, past and present, to exchange information and ideas. A moderated ListServ, accessible only to Fellows and Program team members, is one part of the networking process.
- **CA#7: Database**: the Program will establish a database of Fellows and applicants with appropriate qualifications but who were not selected for specific assignments.
- **CA#8: Sustainability**: the Program will explore other avenues outside of USAID G/WID to encourage the sustainability of the Fellows' Program after the end of the Program.

4. Performance: (For each of the activities described in #3 above, state whether on-target or not, and comment, particularly in terms of comparing actual accomplishments with the objectives established for the period, and explain reasons why objectives were not met, if appropriate.)

A.1. BACKGROUND: *(Describe briefly the overall contract final objective in terms of level of effort, if appropriate, and total estimated cost to accomplish objective.)*

WorldWID is a fellowship program for mid-career professionals and U.S. citizens who are interested in developing their capacity to address Gender and Development issues in their applied work. The goal of the WorldWID Fellows program was to build a technical cadre to facilitate the incorporation of gender issues into the development programs of USAID and to expand the capacity of U.S. institutions to provide human resources for these efforts.

On April 12, 1996, the Office of Women in Development, Bureau for Global Programs, Field Support and Research, executed a three-year cooperative agreement with the University of Florida to establish the Worldwide Women in Development (WorldWID) Fellows Program. The purpose of the WorldWID Fellows Program was to expand the cadre of technical experts nationwide with the capacity to implement gender and development activities. The University of Florida, working with its partners Bennett College, Datex, Inc. and the Center for PVO/University Collaboration in Development, successfully established and implemented the unique Fellowship Program in USAID. WorldWID provided a unique opportunity for U.S. Citizens who are technical experts to increase their understanding of WID, gender issues, and gender analysis and to apply this knowledge to the performance of WID-related tasks in a USAID office, field mission or funded program. The target pool for the fellowships was mid-level professionals who are U.S. citizens with expertise relevant to USAID's strategic concerns with : 1) democracy and governance, 2) economic growth, 3) human capacity development, 4) environment, and 5) health, nutrition and population.

The WorldWID Fellows Program has been a key element of the USAID Gender Plan of Action. One of G/WID's goals is to continue the expansion of a cadre of field-experienced technical experts committed to enhancing women in development activities that will allow women to participate fully and benefit equally in the economic and social development processes in their countries. It is also to increase the number of people with gender expertise working in the field. Evidence of the success and sustainability of the WorldWID Fellows Program, is that there has been a commitment to a follow-on WID Fellows program by USAID and the G/WID office. A Request for Applications (RFA) for a WID Fellows program was published with at submission deadline of June 21, 1999. This commitment is encouraging and reflects the value that the Mission and G/WID have attributed to the contributions that have been made by the Fellows participating in the WorldWID Fellows Program.

The program was awarded to the University for the period of April 12, 1996- April 11, 1999. There was a delayed start-up due to USAID fiscal issues. A no-cost extension was granted through September 30, 1999. Over the life of this three-year program, twenty-four Fellows were placed with a USAID Mission or Partner Organization, each carrying out a scope of activities (SOA) that addressed gender issues in their area of technical expertise. Since there had never been a program like this one in the G/WID office, it was effectively built from the ground up, establishing a foundation and incorporating a dynamic process to allow for adjustment and growth as the program developed. This required an open and adaptable approach. Although the basic goals of the WorldWID Fellows program did not change, the approach and operating procedures evolved throughout the life of the program reflecting the needs of the USAID Missions and G/WID's interests.

Total estimated cost:	$2,348,490.00.
Approximate Actual Costs (as of September, 28, 1999 not including final subcontract billing):	$2,175,754.00

Approximate Amount unexpended: $172,736.00

The program anticipates unexpended funds of approximately $150,000. This significant amount is due to changes in the program staffing that resulted in substantial salary savings to the program. It did not reflect any reduction in program related activity. The targeted number of fellows were placed and supported in field sites. In January 1999 the full time Director of the program left to take a position at another University, and was not replaced. The principal investigator, who was budgeted at 10% salary left the program at the same time. These positions were not filled at the same level of effort. Rather, the existing training coordinator (already budgeted in a half-time position) picked up those responsibilities as Acting Director and Principal Investigator. Also, the full time program assistant left the program and was replaced with another person at less time, and at a lower salary level. One fellow was terminated after only 3 months of the fellowship, and that resulted in unexpended funds for salary.

2. EXPECTED RESULTS AND ACCOMPLISHMENTS

The expected results for the program were established at the beginning of the program and provided a general guide for the activities necessary to reach the program goals. Each of the 5 expected results was attained, however, a few of the initial "*indicators*" noted in the technical proposal were adapted or changed in joint decisions with the G/WID office as the program evolved.

1. Meeting mission needs for gender-related assistance.

The program was highly successful in this area. Twenty-four fellows were placed with Missions or Partner programs. Fellows worked in different technical areas, and at different degrees with specific Gender related activities, depending on the needs of the mission. USAID Mission interest in the WWID Fellows program grew with awareness of the program, and the interest for the support offered by WorldWID Fellows at the Missions and partner organizations is strong. Of course, a Fellow cannot address the full needs of Missions in this area and should be considered as an integral part of the strategy to address gender concerns in the Mission. Often, the WorldWID Fellow served as a catalyst in promoting discussions and strategic planing in the area of gender and WID.

The program sent a request for feedback from the Mission following each of the Fellows' assignments. The majority, but by no means all, responded to this request for information, due in part to time constraints at the Missions. Based on the mentor evaluations of WorldWID Fellow and WorldWID Program, and general discussions and comments made throughout the life of the program, it is clear that that the majority of USAID/Missions that hosted a WorldWID fellow previously, would be interested in having another fellow. There was more demand than supply. We know from discussions and requests that there were unfulfilled demand at the several missions including, Indonesia, Cambodia, Dominican Republic, and Panama. All

Missions mentioned that they would be interested in another Fellow if the WorldWID Program were funded to continue. Individual responses indicated that a request for another Fellow would depend on a host of variables including expertise, match of skills and requests and the Fellow's technical skills in addition to WID skills.

1. What contribution did the WorldWID Fellow make to your mission's activities? Can you describe this in terms of SOs and IRs?
2. How well did the Fellow meet the objectives as stated (and possibly revised) in their Scope of Activities? What, if any, were the constraints that limited success?
3. What was the most important accomplishment of the WorldWID Fellow who was working with you?
4. What actions has/will the Mission take to continue the activities of the WorldWID Fellow and/or other activities to integrate gender analysis into Mission programming?

When asked what contribution the WorldWID Fellow made to the Mission's activities, there was a clearly positive response indicating a feeling that the Fellows had made significant contributions to the Mission or partner organization including contributions on the professional and personal level. Fellows:

- integrated a gender focus in Mission activities
- established gender group in Mission
- mentored staff
- created local networks
- impacted overall program and strategic objectives
- contributed to strategy, Directly impacted SOs
- played a strong advisory role
- advised, developed criteria for program,
- contributed to technical assistance to SO, R4 indicators
- contributed to results framework
- provided technical assistance to implement a gender assessment
- provided technical assistance, program advice and assistance, and training
- contributed to curriculum design
- increased participation of women
- established a health program
- developed a power-point presenters guide on water resources
- organized interviews
- implemented a significant study

Almost all Missions felt that the objectives for the Fellow as expressed in the Scope of Activities had been accomplished within the constraints of the Mission at the time of the Fellow's tour of duty. Some Missions felt that the Fellows had achieved even more, or that their SOA was flexible enough to be changed due to changing situation and needs of the Mission. In one situation, a Fellow was unable to satisfactorily

complete the SOA with the mission mentor and appropriately integrate the activities into the institutional culture and chain of command of the mission. After consulting the WorldWID Advisory Board, UF Staff, and the Mission Director, WorldWID terminated the fellowship.

Mentors noted that all fellows who completed the program, with the exception of one, met, or exceeded, the objectives as stated (and possibly revised) in their Scope of Activities. The one fellow who did not meet or exceed the completion of the SOA, was not able complete only some portions. The most frequently mentioned constraint to the accomplishment of the SOAs was the lack of time. Being caught up in other things at the mission as well as a lack of definition of SOA were also mentioned. Some selected comments, in relation to SOA, include:

- fully satisfied SOA, exhibited high level of adherence to schedules, excellent professional skills
- superbly qualified and exemplary performance. High level of professionalism, excellent interpersonal relations
- made excellent progress but not able to submit a final report before departure (due to time constraints). Excellent management skills, good relations with SO teams.
- fully met the objectives, addressed each issue and produced a first rate study
- her work was instrumental in fine tuning SOs and IRs. Her technical skills were critical to the success.
- highly successful
- achieved scope for the most part. Needed more involvement in on going efforts to increase the efficiency of water
- contributions to the peace program significant. Got a gender group off the ground in the mission.

Brief descriptions of Fellows' accomplishments follow. Also included, when available, are some comments showing *missions' view of the fellows accomplishments* and *action the mission is taking* to continue with the gender work the Fellow had been involved with in the Mission. For additional information on Scope of Activities refer to attachment in the final report submitted by Center for Pvo/University Collaboration.

<u>Shari Bryan (Malawi, Democracy and Governance):</u> Helped increase the number of women parliamentarians in Malawi through the Women in Politics program. Mentored FSNs/young women employed by local contractor. Program to get more women to run for office. Survey about "system elite" perception.

<u>Neema Caughran (Nepal, Democracy and Governance)</u>: Designed an orientation program for Nepali families of Women's Empowerment Program trainees. Introduced more positive approaches to problem solving within a very contentious work environment.
Mission view of accomplishment: maintain in the minds of the implementers the importance of a preventative approach, suggestion to have family days or information

sharing event.
Mission continues: empowerment program currently working with local curriculum consultant whom Neema identified.

Elizabeth DuVerlie (Romania, Democracy and Governance): Introduced participatory approach in three rural towns. It was very different there with challenges such as a sense of not sharing and no organized way to meet their own needs. Gained for USAID a reputation for having someone that listens and does not condescend or dictate. Instrumental in getting 20 articles published related to women's health.
Mission view of accomplishment: brought together all actors that could make change, organized workshops, convinced editors to include information, challenged Romanians to prove it possible to advocated for change, selected decision makers to participate in courses. ...made an enormously important contribution to the SO of Romania in the area of women's health. Her workshop/seminars have helped both journalists and educators understand how to report on these issues and has opened their eyes about the importance of so doing. She has made several "coups" in terms of getting important material published in key newspapers and getting physicians concerned about better communicating with their patients. She has furthered the notion of patient's rights and the importance of being a well-informed patient. She has introduced the concept of participatory research and gotten people think about empowerment and taking charge of their lives.
Mission continues: approved several proposals on "Male Responsibility in Reproductive Health" and "Promotion of Women's Health."

Nina Etyemezian (Morocco, Girls' Education): Had an extraordinary mentor and director and ambassador. Brought the Moroccan's women's movement to USAID's attention from Mrs. Clinton's visit. Lobbied to get feminists at the table, embassy comes to her now for advice. Succeeded in integrating gender sensitive training for teachers. Drafted R4 and country strategic plan (CSP) education sections. Reviewed CSP for gender content.
Mission view of accomplishment: contributed to the Special Objective for Girls' Education with specific backstop for the IR that deals with the supply side of Education. She also participated actively in the IR that address the demand side of education and that aims at increasing a partner participation for education. ....involved in all aspects of the USAID portfolio that concerned gender issues and participated in the preparation and drafting of the R4 and the Country Strategic Plan. ...organized a women's round table for the First Lady's visit to Morocco.
Mission continues: We have turned the Fellow position into a TAACS slot. The Fellow competed for the position and was recruited. The Mission has Gender issues as a cross-cutting theme in its strategy and the current TAACS (ex. WorldWID Fellow) will take a lead in the efforts. We will do a gender strategy in the fall, for which she will be the Mission contact.

Kathleen Graham (Uganda, Economic Growth and Democracy and Governance): Could relate to FSNs at the Mission, could listen not dictate about role of women, gender. Mentored a number of FSNs, took baby steps with FSNs, helped to draft

contract that hired Ugandans to work (young women), and set high standards for them.
Mission view of accomplishment: negotiated a contract, designed SOW, assisted with implementation. Not only has Kathleen been able to inject a WID perspective in the survey development process but she has been instrumental in seeing this activity get off the ground.....I have to say that the Mission was very skeptical about receiving a WID fellow because of the additional management time and attention one would require. However, Kathleen arrived at post and immediately became a "team player" by taking on responsibilities.
Mission continues: Her gender-neutral approach provided the basis for our design and analysis of micro-enterprise sector

Karen Green (Russia, Democracy and Governance): Affirmed that Russian women have a wide variety of interests and that NGO grant opportunities need to reflect this. Karen wrote a document, along with Ginny Seitz, the WorldWID Director, indicating NGO grants need to reflect effort being made to meet gender needs.

Joan Harrigan-Farrelly (PPC/USAID, Environment): Helped to develop a training program that included a gender component.

Bob Jackson (Egypt, Democracy and Governance): Developed an anemia reduction project for adolescent girls (6 million), and helped to infuse gender sensitivity. He also assisted the USAID/Cairo WID Officer with the task of completing the Mission WID Guidelines. He gave lectures on nutrition related risks of family planning practices (i.e., iron deficiency resulting from oral contraceptive pill use). He joined with a scientist from the National Nutrition Institute of Egypt to develop research related to adolescent obesity and body image. His work benefited USAID, the Egyptian Health Insurance Organization, and the Egypt National Nutrition Institute. The anemia project is ongoing and data from the adolescent obesity study is being analyzed this summer at the University of Maryland by Dr. Jackson and Dr. Rashed. Dr. Rashed received a three month fellowship from the International Center for Research on Women to complete analysis on the adolescent obesity data set and to develop an intervention to lower obesity among Egyptian adolescent girls.
Mission view of accomplishment: produced a plan of action for development and implementation of anemia control program. We were very happy and lucky to have him with us during his four months stay in Cairo. He fit in well with our professional and non-professional staff and was very effective with his contacts in the Ministry of Health and Population. Dr. Jackson contributed significantly to the advancement of our health program in Egypt. His technical input will be used to implement activities that will benefit girls as well as boys in the are of nutrition. ...he developed an excellent plan for addressing anemia problems for an estimated 6 million students...Dr. Jackson was highly productive during his time with the Mission.
Mission continues: other technical experts following up on work done

Lolita Lekha (USAID/India, Democracy and Governance, Human Rights): The fellowship was terminated based on the assessment that she was not able to

successfully carry on with the fellowship in a manner that supports the activities of USAID in India with in appropriate parameters of professional conduct outlined as conditions of continuance. This was done following consulting the WorldWID Advisory Board, UF Staff and the Mission Director.

Beth Ann (BA)Laris(USAID/Mali, Plan International, Health): Increased the effectiveness and gender sensitivity of one of USAID's grantees (Plan International). Also increased the impact of the USAID/PLAN international program to increase awareness of AIDS and STDs in Mali though developing and improved training program. The two main activities were the NGO training and preparing for the final evaluation of the STD/AIDS project. We did not accomplish as much as we had originally planned with the final evaluation, but that was a conscious decision based on the needs and timing of the administration. The biggest impact was on a few staff members of the health program who understood and on the coordinators of the local NGOs we worked with in the field.

Shelby Lewis (USAID/OTI, Democracy and Governance): Developed new approach to analyzing women's roles in transitioning societies. Completed applied research. Asked to look at a number of cases OIT involvement in war torn societies and to come up with a strategy of dealing with these issues. Came up with typology to analyze the nature of struggle. Collaborated on selection of new program areas for the office.

Karen Loreno (Peru, Economic Growth). Made revisions on sampling frame, framework to include women's voices in baseline data for an alternative development project.
Mission view of accomplishment: incorporated gender considerations into the SO5 program, increased awareness, resulting in concrete steps to improve gender analysis.
Mission continues: finish the proposed USAID/Peru Gender Action Plan, expand the Ad-hoc Gender committee and establish it as a regular committee, continue with workshops, include gender sensitization as a requisite for new personnel, continue discussion on discriminatory labor practices and substantial activities in each of the SOs.

Catie Lott (USAID, G/WID, Democracy and Governance) Had an impact on increasing awareness about gender within the D/G center in WDC. Acceptance in the D/G group helped smooth the way for better cooperation with G/WID. The regional trafficking initiative that Catie coordinated resulted in the development of a new results framework.
Mentor view: Comments to Catie in an email from Cate Johnson. "You really jumped into a difficult situation and crafted the first USG Strategy that deals with an extremely complex and sensitive issue which has plagued women and girls in ANE for several decades. Being ever proactive, you effectively educated yourself as to the nature and scope of the problem, then quickly learned the intricacies of the political climate, gracefully navigating your way through some potentially difficult settings. You pulled together an effective, multidisciplinary team comprised not only of Agency staff, but also colleagues from other USG entities, NGOs, and the academic

community. The strategy that you have overseen is well-written and quite thorough in its approach."

Tara Lumpkin (Panama, Environment): Integrated gender analysis directly into her Qualitative Study on Community Based Eco-tourism by including gender analysis in all interview and focus groups, and subsequently, making recommendations that would improve gender relations. Felt that USAID does not address gender awareness at the macroeconomic level and still promotes " economic growth" without putting it into a more comprehensive and sustainable context.
Mission view of accomplishment: stressed importance of community based ecotourism and participatory planning, raised awareness in mission.
Mission continues: tap the Free Market Development Advisors Program to get an MBA to assist in community based ecotourism. Establish a gender-disaggregated reporting system for next year's R4.

Kim Medley (Madagascar, Environment): Developed some R4 performance indicators, including a biodiversity indicator, and the environment program received the highest review on R4. Responsible for data collection. Produced economic and ecological monitoring support package. Participated some on the food security package (very much geared towards women)
Mission view of accomplishment: brought a level of technical rigor to our monitoring process
Mission continues: each data collection activity within the SO has been reviewed to look at gender issues.

Donna Nails (Ukraine, Economic Growth): Assisting with Integrating Gender Initiative within the Mission, making the effort of getting everyone involved, creating something sustainable.

Jessica Neuwirth, (Nepal, Democracy and Governance): Advised on the status of advocacy efforts in Nepal relating to legal rights and political representation as well as population and safe motherhood.

Sharon Phillipps (El Salvador, Democracy and Governance): Worked on a program with women who had been elected as legislators, most were split even by party, AID couldn't fund it, Women's caucus did.
Mission view: ....how please we are with the fellow; she has been invaluable in efforts to research ongoing legal education programs, identify gaps and assist in design strategies for improving the impact of these programs on women specifically, as well as more generally. Sharon's knowledge of research methodologies, as well as experience in labor relations, has enable us to vastly improve our research/survey tools used in performance evaluation and she is now engaged in an effort to work with the gender committee....

Donna Podems (South Africa, Economic Growth) An active member of the Gender Team within the mission that succeeded in developing a gender policy, gender training and gender guidelines. Raised awareness of the importance of Gender issues at the policy and implementation stages in the Department of Housing.

Mission view: Donna helped us to more towards integrating gender concerns into both the Mission as a whole and SO6 in particular. She worked towards placing their (on-white women) plight on the screen, in terms of information and ultimately policy (IR6.1) and by increasing non-credit forms of assistance to them (IR6.3).
Mission view: Donna Podems made a solid contribution to our mission's activities especially in integrating gender considerations into all our programs. In addition to her very substantive work on the Mission's Joint Program Assessment and refinement of the Mission's gender strategy, she worked effectively with our partners at the Dept of Trade & Industry in helping them shape a gender policy and in integrating gender considerations into their business linkage program. These therefore contributed to our strategic objective "increased access to financial markets for the historically disadvantaged population" and specifically with the IR's that deal with policy affecting access to capital and the ability of the financial market to service the historically disadvantaged population (supply side issues).

Marylee Rambaud (Egypt, Girls' Education): Raise awareness that gender action also requires parallel strategies to raise the awareness of men and boys of the importance of educating girls and women and including them in planning and decision-making.
Mission view of accomplishment: substantial contributions made in programs.

Mary Reid (Jordan, Environment): Provided mentoring to NSF in Amman. The Mission in Amman now has a professional, computerized presentation Mary develop that they can use for educating both USAID staff and the general public in Jordan on Water Resources and Issues in Jordan.
Mission view of accomplishment: power point based presenter's manual on water resources.

Anne Scheinberg (Honduras, Democracy and Governance): Showed/modeled that USAID had some gender interest. Recognized that certain kind of services might be more than what women are willing to pay for (in direct contribution) and introduced the idea that women should be consulted in determining service and fee levels in municipal services. Left behind a strategy document. Brought waste/recycling into focus. Gathered data for an email discussion on gender and waste.

Lisa Waugh (Guatemala, Support and Implementation of Peace Accords): Helped draft certain sections of the R4. Initiated a gender working group. Personal and professional actions supported making the office women friendly in terms of work policies. For example, she brought kids into office to work and supported other women who did that too, also, made it easy for women to have privacy for pumping breast milk while at the office.
Missions view of accomplishment: contributions to Peace Program significant. Gender Group is growing and in process of developing a gender strategy for the mission.

2. **At least 24 Fellows will have been placed in USAID offices, missions or projects.** *(Each Fellow will have made professional presentations and participated as a trainer in at least one training event for a field mission, at UF, or elsewhere. Each Fellows will have produced at least two formal documents. Each fellow will be encouraged to publish a paper in their relevant discipline).*

Twenty-four Fellows were placed in USAID offices, missions or projects. All, but one, successfully completed the program contributing significantly to the site to which they were assigned. In that one situation, the Fellow was unable to satisfactorily complete the SOA with the mission mentor and appropriately integrate the activities into the institutional culture and chain of command of the mission. After consulting the WorldWID Advisory Board, UF Staff, and the Mission Director, WorldWID terminated the fellowship.

Accomplishments, in addition to the contributions mentioned in the previous section of this report, also included professional presentations, written documents, and training delivered related to their fellowship experience. A significant number of fellows have made, and continue to make these contributions.

Shari Bryan: -
Presentations: Guest speaker, Chamber of Commerce Annual Conference of Business Owners. Topic focused on evolution of women's empowerment movement in the US, gender issues globally, and the importance of gender analysis in development programs in Malawi. Spoke with the Women's Caucus and US Ambassador. Facilitated a meeting with the Women's Caucus for Ambassador Shippy.

Neema Caughran:
Presentations: Presented the paper, "How many buffaloes can dance on limited land?: Reflections on Microcredit in Nepal" at the Society for Applied Anthropology Annual Meeting.
Documents: "How many buffaloes can dance on limited land?: Reflections on Microcredit in Nepal" submitted for publication.
Training: Conducted a short gender awareness training for the TAF field and Kathmandu office staff working on SO3. Gave a workshop on the effects of Domestic Violence in South Asia on development work to the entire mission and some of their partner NGO's. Men's Orientation Meetings, for support of Women's Programs, which informed men about the programs being offered to women and to elicit their support

Elizabeth DuVerlie:
Presentations: Gave a talk on "Health Communication: What Is It and How Do You Do It?" at New Europe College. Presentation 7/29/99 at her workplace in Johns Hopkins.
Documents: Wrote part of SO. Worked with Revista to publish 22 excerpts from "Voices of Romanian Women."

Training: Integrated gender analysis and WID/GAD focus into health communication in three-day workshops. In these workshops she integrated a WID/GAD focus by explaining the concept of gender vs. sex or having participants derive it from examples. Workshop: "Gender, Participatory Planning and Sustainable Development" Fulbright training center, Sofia, Bulgaria, November 1998 (with Anne Scheinberg)

Nina Etyemezian:
Presentations: Gender Presentation in the Mission. Presentation to high school girls participating in the TeensLead Program, at the Women's Leadership Institute, Bennett College Greensboro, NC. TeensLead 99 is a program offered to high school girls designed to foster leadership development. The theme of the 1999 program was "We're All Connected: Girls Around the World".
Documents: Gender Presentation for the Mission in powerpoint

Kathleen Graham:
Presentations: Presentation to invited NGOs and banking personnel, based on survey findings.
Documents: Researched and wrote a section of the Democracy and Governance SOAG. -Wrote two sections of the Microfinance Baseline Survey Report. The first section describes the programs of the three MFIs whose clients were among the respondents in the survey, and the second describes the collaboration with Jim Gohary.

Karen Greene:
Presentations: Presented to her research at USAID, why USAID has implemented gender Plan of Action, and gender analysis tools to two groups at the University of Pittsburg. She also pushed for the graduate school of public and international affairs to mainstream gender into it's program.
Documents: Mission report: "Russian Women's Movements: An Overview" September 1998.

Joan Harrigan-Farrelly:
Presentations: Presentation in OECD Paris, France.
Documents: "Gender and Environment: Working Party on development assistance and environment"

Bob Jackson:
Documents: Mission Report: "Adolescent Anemia Prevention Program: The Health Insurance Organization" September 1997.

BA Laris:
Documents: Developed the written materials, including a training guide and participant manual for a new and comprehensive training program for the NGO staff. Topics included AIDS, STDS, AIDS community-based care management, nutrition, family planning, malaria prevention, female genital mutilation, training techniques,

and environment. Drafted paper to be submitted to the 10th International Conference on AIDS/STDS in Africa. (French and English versions).
Training: BA Laris: Designed a new and comprehensive two-week training program for the NGO staff. Topics included AIDS, STDS, AIDS community-based care management, nutrition, family planning, malaria prevention, female genital mutilation, training techniques, and environment. Alongside the training, developed the written materials, including a training guide and participant manual. Conducted other staff training on behavior change and training techniques, including gender analysis tools. Organized several trainings with outside consultants to enhance the staff understanding of technical topics. -Conducted the first-ever training needs assessment of the 50 NGOs that PLAN works with and from the results developed "The 3 Days of Reflection" training, which consisted of identifying the key messages for each health topic and the practical application of these messages to the local situation. Also introduced gender analysis tools to the NGO staff and illustrated their relevance and practical application in the field.

Shelby Lewis:
Documents: Wrote the research report: "Women in Transitioning Societies". This report raised a number of questions that should interest and guide OTI, including: the importance of network filtration; the need to consider the utility of strengthening the capacity of the state to promote gender equity; the importance of understanding stratification among women in developing countries; and the relationship between the nature of particular conflicts and the way women mobilize during crises.

Karen Loreno:
Documents: Prepared brief reports that summarized the experiences observed and the recommendations made to improve the implementation of the activities from a gender perspective. A report on the status of gender integration in SO2 activities (MSP activities), including recommendations for improvement and lessons learned for replication. A proposal recommending strategies, approaches and actions, based on the gender analysis activities with SO2 and SO5, to be considered in the draft Mission Gender policy, and/or the draft Action plan for the period FY 1998-1999.

Catie Lott:
Documents: Report: "USAID Strategic Framework for the Regional Anti-Trafficking Initiative." Washington, D.C. March 1999. Report: "ANE Regional Anti-trafficking Strategy, Planning and Implementation."

Lumpkin, Tara:
Documents: Wrote "Community Based Ecotourism in the Panama Canal Watershed", A Qualitative Study." May 1998. English and Spanish versions.

Kim Medley:
Presentations: Ecological monitoring of biodiversity conservation: Plan for support under USAID--Madagascar. Association of American Geographies, Honolulu, March, 1999. Growing and Learning through travel and service: Kenya and

Madagascar. Conference for college teaching, Miami University, Nov. 98, Women's work: a positions force for the environment in Madagascar. East Lobes regional meeting of the Association of the American Geographies. Columbus, OH October, 1998. A solitary trek in Madagascar. Invited presentations at the Hopedale Unitarian Universalist Community (Aug. 98), Campus ministry center (Nov. 98). Performance Monitoring under Landscape Approach. Invited presentation, University of Akron, Dept of Geography.
*Documents:*_-Medley, K. E. 1999. Women's Waste: A positive force for the environment in Madagascar. Women in Natural Resources 20(2): 32-37. Medley, K. E. (accepted) An Ecology of hope for the Masoala Peninsula, Madagascar. Focus, American Geographical Society. Drafted a schematic diagram that shows the relationships among the results packages, their program components, and their respective intermediate results. Prepared a short draft of major guidelines for monitoring that should be a part of the request for proposals under Results Package 1. Report: "Ecological Monitoring for Biodiversity Conservation." Transition toward a Landscape Approach in Madagascar—informal talk at EcoLunch (Sept. 1998); departmental seminar, Dept. of Geography (November 1998). Performance Monitoring under a Landscape Approach at USAID-Madagascar—invited speaker, Dept. of Geography, University of Akron (Nov. 1998). Women's Work: A Positive Force for the Environment in Madagascar—paper presentation at the East Lakes Association of American Geographers meeting, Columbus (October 1998). Organized and chaired the paper session on Gender and Development Growing and Learning through Travel and Service—Invited poster presentation at the Annual Lily Conference Special Session on Teaching and Learning in Africa (November 1998). Applying Research to Service in East Africa—Invited brown bag seminar, Institute of Environmental Sciences (October 1998).
Training: Kim Medley: Design and delivery of course scheduled for Fall 1999: Women, Gender, and the environment, an upper level senior and graduate level course in Geography and Women's Studies departments. Service: Women's studies Advisory Council: Women and science research interest group, contributions on grant for Women in Development Multidisiplinary teaching (Women and International Studies)
Donna Nails:
Presentations: Presentations at the Mission. Debriefing at USAID, August 1999

Jessica Neuwirth:
Presentations: Debriefing at USAID, May 1997
*Documents:*_Report: "Situation Analysis of the Advocacy Status in Nepal." March 1997.

Donna Podems:
Presentations: Presentation at Conference in Kenya

Marylee Rambaud
Documents: Assisted the mission in designing a policy project to complement USAID Cairo's Girls' Education Activities. Wrote recommendations in a Memo

("Getting More Bang for Our Sesame Street Bucks") on early childhood and moral education aspects of the Sesame Street programming. Wrote summaries of PLAN Community Schools and Teacher Training Activity. Documents prepared during fellowship: -Chart: Barriers to Girls' Primary Education in Egypt, Memo: Girls' Scholarships and Effective Incentives: Key Features, Executive Summary: 1997 Plan, International/Egypt Education Initiative, Criteria for Selecting Teachers: English and Arabic, Analytic Memo: Meeting with Matariya Community Development Association on Girls' Education and Community School, November 1997. Egypt's Primary School Assessment: USAID/Cairo and Ministry of Education Annex on Gender in USAID/Cairo Mission

Mary Reid:
Presentations: The Mission in Amman now has a professional, computerized presentation she developed that they can use for educating both USAID staff and the general public in Jordan on Water Resources and Issues in Jordan
Documents: Designed and wrote: "Becoming Water Smart: A Speaker's Manual in Six Parts. For Becoming an Informed Water Consumer." February 1998.
Training: Educational Workshops: accompanied JES staff to a number of communities where they were doing workshops to demonstrate water saving devices. --Training Manuel: developed a manual which has the title, "Becoming Water Smart" to present technical information on water resources, contamination and water conservation in language and level understandable to the average adult with roughly a high school education. Presentation: On Jordan Water Resources,Power Point presentation prepared on water resources in Jordan using recently published World Bank data.

Anne Scheinberg:
Presentations: Chaired email discussion on Gender and Waste, May 1998. "Gender and Waste Email Discussion" Summary, August, 1998.
Documents:-"White Paper: Orientation to Waste Management and Recycling in Honduras". This white paper was prepared as an aid to the Municipal Development Office, to assist staff there with solid waste management and recycling projects. Final Report: "Gender and Political Participation in Honduras." February 1998. Mid-term Report: "Midterm Update to Selected SO4 Members: Status of WID Fellowship in Gender Analysis and Waste Management" "Gender and Waste--Summary of the Email Discussion Group" Aug. 1998 with Maria Muller. "Gender and Community Waste Management: Analyses and Research Agenda" (with Maria Muller, in press, UWEP Publication, Waste, Gouda, the Netherlands. "Worse before it gets Better: Prospects for Sustainable Materials use in Central and Eastern Europe" Paper delivered at CA Resource Recovery Association, June 1999, San Francisco. Publication pending WARMER Bulletin, Summer, 1999.
Training: Community Waste Planning session, Kis Oroszi, Hungary, August 1998. Workshop: "Gender, Participatory Planning and Sustainable Development" Fulbright training center, Sofia, Bulgaria, November 1998 (with E. DuVerlie), Facilitation, "Parents and Children Group", Sofia, Bulgaria, April 1999. "Sustainable

Development" 3 credit course at American University in Bulgaria. Jan-May 1999, used Chambers as text, included participatory sessions and training.

Lisa Waugh:
Presentations: UU Fellowship, -Planned parenthood of the Rocky Mountains, -Latin American Research and Service Agency
Documents: "Gender Issues in the Special Objective: Support the Implementation of the Peace Accords". The intent of this report was to discuss gender issues in the context of USAID Peace-funded activities. A discussion of several assumptions of working with gender in development, including a definition of "gender analysis". A brief review of gender issues in Guatemala, grounded in the social/political context of the Peace Accords. Specific recommendations for pursuing gender issues in IR1 and IR3. Negotiated, designed, and created the Results Framework for the Peace SpO.. Developed materials which describe and document the Peace Program. Helped to draft the section on the Peace SpO, using the data collected through the development of the monitoring and evaluation process.(R4). Wrote the paragraphs of the Mission-wide Introduction that address gender and ethnicity, and submitted suggestions to each of the SO team leaders for addressing gender and ethnicity in their sections. Other documents: -Trip Report to Barillas, Huehuetenango. The purpose of this trip was to establish contact with the CIT project implementor in Barillas. Hoped to get an introduction to the employment and income generation activities that might serve as models of sustainable activities, influencing future mission funding. Trip report to Depto. Solola from 10/20/97-10/24/97. Introduction to the sites of development projects that elect representatives to the Comite MR/MAGA. . Comite Institucional Bilateral MAGA/Organizaciones de Mujeres Rurales. The purpose of this memo is to provide info regarding MAGA's Comite de Mujeres Rurales, a group whtich represents 200,000 women in the highlands. Trip Report: Bethel/Cooperativa La Quetzal. Provide support and assistance to women working with women in Peace-funded productive activities. Assist Peace Program management in understanding and coordinating with existing monitoring and evaluation of Peace/ Environment funded projects in the Peten.

3. **Establishment of a WorldWID Fellows network and database.**
(Each Fellow will be a lifetime member of the WID Fellow Network. Each Fellow will have made international institutional linkages and joined the international Association for Women in Development. The Recruitment Network will have become a recruitment tool for USAID)

Each fellow has become a member of the WID Fellow Network by virtue of having been involved in the program. Many fellows have maintained linkages with each other, and have participated in shared activities. However, the initially anticipated success of a listserv to promote a "network" was not found to be useful by the Fellows, and was dropped, depending on other modes of communication and networking.

The WorldWID program has developed three databases that were used during the program and are being provided to the G/WID office. All of the databases are built using Microsoft Access Program. The three databases include an inquiry/applicant Database, and Experts database, and a Recruitment contact database. It is our understanding that this information will be made available for the follow-on programs to keep the fellows in the loop of new WID Fellow activities.

Although it was mentioned as an indicator in the technical proposal, not all Fellows have joined the international Association for Women in Development. Many fellows have participated in their own professional associations.

4. **Sustainability of the WorldWID Fellows program.**
(The intensive WID summer institute will have been offered on a fee basis. The Gender Source Database will be expanded to include other USAID strategic program areas. Data will have been gathered on missions, program, or institutions that have hosted fellows to ascertain their integration of WID into the strategic plans and objectives of USAID mission worldwide. Missions will have access to a series of published WID materials as well as tape cassettes, bibliographies).

Of all of the core activities, this was both the most difficult to conceptualize as well as to implement. Although early efforts were made, we found that the WorldWID Fellow program cannot be self-sustaining as it is specifically design to provide support to USAID. We were faced with the question of why would anyone else pay for it? Paying for similar programs, or developing specific programs based on this model would perhaps be possible, but were outside of the focus of the program. Early on in the training effort, we attempted to bring in trainees from other areas (e.g. the NGO community), in fact, we did have two non-fellow trainees in the initial training in Gainesville. However, the evolving focus on specificity in tailoring the training to USAID, necessitated by the Programs efforts to address Mission needs, meant that other types of trainees did not benefit fully. For these reasons, we did not offer a WID institute or actively pursue the creation of a similar program outside of USAID venue. For several quarters, no activities on sustainability of the Program after the end of the contract date were conducted, instead focusing on implementing changes to address specific requests and needs of USAID.
We did try to offer assistance to the training of WID officers in WDC but due to the structure of the various contracts with G/WID, were not able to participate to any great extent in their activities.

To enhance sustainability within USAID, UF continued to evaluate performance of core activities and work to improve performance to reflect evaluation of program by Fellows, mission mentors and the contextual realities of development assistance programs in USAID. The Director engaged in discussion of continuation of the program with the G/WID Director. These discussions were limited due to contractual constraints. However, G/WID office did post an RFA for the "continuation" of the WID Fellowship program. This as one significant indicator of the sustainability of this type of program within USAID.

In the technical proposal, we proposed a series of "briefing materials" to inform Missions and Bureaus about the WorldWID Program. These materials included reference to taped audio cassettes. Our intention in proposing taped audio cassettes was to provide busy Mission staff an easy way to learn about the program. We became concerned about the probability that these cassettes would not be used, and was an inefficient use of resources. World WID Director discussed the issue of the audiocassettes with Margaret Lycette, Director, G/WID, and it was decided that the plan to produce audiocassettes for Mission personnel was inappropriate, and it was dropped.

5. **Meeting diversity requirements in recruiting and placements.**

We established a priority recruitment focus on increasing diversity and encouraging applications from non-traditional areas for this type of program, including minorities and men. We met diversity in recruitment via the advertising networks we used. We also met some diversity in placement. However, this was not as high as we would have liked since we made offers to some people who were not able to accept.

3. CURRENT CORE ACTIVITIES

- **CA#1: Recruitment and advertising**: *the Program maintains a schedule for nation-wide recruiting of mid-career professionals, primarily through electronic means, but also through print media, advertising in selected publications, and presentations at various conferences and other venues, paying special attention to reaching diverse audiences.*

Accomplishments: By October 1998 WorldWID had met the program goal of twenty-four fellowship assignments in USAID missions, bureaus, or programs. The program continued to receive general inquiries to the program and maintained an applicant pool that was referred to upon receipt of new specialized requests.

Recruitment Strategy: Early in the WorldWID Fellowship Program, an emphasis was put on general recruitment, looking for mid-level professionals with technical expertise, who were interested in, and would benefit from, training in gender and development. The Program would match the recruited fellows with potential for a variety of positions to a Mission or placement. WorldWID recruitment targeted mid-career professionals that had expertise relevant to the five priority areas established by USAID. Over time, this focus gave way to a more targeted approach to address particular needs and specific requests from Missions. Recruitment efforts were more tailored to Mission requests and more specific technical, language and experience criteria applied. Some recruitment for general applicants continued, but clearly lessened in the second year of the program. The strategy also changed (with approval from G/WID/USAID) to recruit persons with gender and/or international development experience for an earlier than originally planned January Training. A

Diversity Task Force was initiated and an intensive targeted search of Hispanic-American and African-American recruitment networks was implemented. All recruitment documents emphasized diversity goals.

Recruitment Management: WorldWID recruitment efforts reflect a combined effort among UF and its subcontractors, Datex, Inc. and the PVO/University Center and our partners participated fully in the recruitment and advertising efforts of WorldWID. The University of Florida coordinated partners' implementation of various forms of recruitment activities, developed working relationship with a wide variety of associations, institutions, and business and professional organizations, fielded questions about the program and assisted potential applicants in the process for applying for the program. Datex, Inc. supported the program in advertising and recruitment particularly through electronic recruitment media. They maintained a recruitment database, which was later incorporated into a recruitment contact database compiled by the Center for PVO/University Collaboration in Development. Datex, Inc. collaborated with the UF and The PVO/University Center on the development and design of this recruitment contact database. The Center for PVO/University Collaboration in Development made a particular effort to reach US PVOs in addition to other areas in order to widen the audience to include practitioners as well as scholars. The Center also created an Access database for recruitment contacts by compiling information from all WorldWID partners.

UF took full responsibility for screening and following-up on inquiries produced by these recruitment efforts. WorldWID targeted potentially qualified persons through its recruitment and advertising materials and prepared a series of publicity notices and information sheets. Potential applicants went through an initial screening and review process before application materials were sent out to determine basic eligibility for the Fellowship.

Recruitment Schedule: WorldWID conducted three recruitment cycles ending in August 1996, October 1996 and May 1997. In addition, the program carried out several special recruitment efforts outside of the standard recruitment cycle. As the Program developed it became increasingly clear that an effort was needed to be able to respond to the needs of the Missions in a timely fashion, meaning changes in the Program's recruitment and training schedules. The specialized recruitment efforts were necessary to help meet more specific demands and particular criteria of particular Mission placement.

There was a change from general recruitment to specialized recruitment from the beginning of the program to the end. There was also a distinct difference in the number of Fellows who knew where they would be assigned at the time of their training between the beginning of the program and the latter time period. Both approaches had advantages and disadvantages. Substantial discussion took place over concerns of being seen as a consulting firm rather than a fellowship program by focusing too much in specialized recruitment. Clearly, a balance is needed.

- **CA#2: Selection of Fellows**: *selection of Fellows follows a process after recruitment, of initial screening at UF, first review by Program team members, and final selection by the Advisory Board.*

  Process: A selection process for WorldWID Fellows was established early in the program. WorldWID's Selection Committee consisted of representatives of each of the consortium partners. (Dr. Lona Cobb, Bennett College, Ms. Mary Lou Surgi, Center for PVO/University Collaboration in Development, Ms. Barbara Rossmiller, Datex, Inc. who was later replaced by Bill Polidoro, and Dr. Sandra Russo, UF (Chair). The WorldWID director was an Ex-officio member of the selection committee. The Committee, in collaboration with the Advisory Board, developed selection criteria and a scoring procedure for reviewing and ranking applicants. There were two parts to the selection criteria and scoring: 1) a checklist of basic requirements and 2) a ranking of all applicants, in comparison to other applicants, on each of four ranking criteria. The ranking criteria included: a) the substance of the applicants technical expertise, b) the relevance of their field of expertise to a USAID Mission or program, c) the potential spread effects of the WorldWID Fellowship through their Institutional affiliation, and d) the likelihood of meeting WorldWID goal of expanding the base of expertise in non-traditional fields and institutions. The Advisory board made the final approval of the recommendations of the selection committee.

  As program developed, the selection process shifted, based on a more frequent and responsive training schedule to meet the Missions' needs in a more timely fashion. We began to accept applications continually, rather than in one set group. UF program staff reviewed applications periodically, and the Chair of the Selection Committee eliminated those not obviously qualified based on the established selection criteria. The Selection committee never formally met in person, but rather individually reviewed applications against specific placement requests, and submitted their recommendations to the Chair.

  An applicant pool was established in which files of qualified, but not selected, applicant were kept and referred to as other placement opportunities arose. These are included in the database.

- **CA#3: Placement**: *the negotiation of field assignments is a long process that involves many steps and components, including identifying a USAID mentor, developing a Scope of Activities, negotiating Mission support, and follow-up while Fellow is in field. The USAID/G/WID COTR for WorldWID works with UF in making initial contacts with Missions and USAID/Washington and keeps interested Missions and other offices informed of Agency policies regarding Fellows.*

  By July 1998 WorldWID met the program goal of selecting 24 fellowship assignments in USAID missions, bureaus, and programs.

A. Fellows Assignments: Note that details of accomplishments, contributions and feedback from mentors were covered earlier in this report in section 2. Expected results. The WorldWID Fellows Program successfully placed 24 Fellows in the field. The table on the following page lists their names, field placement and sector of expertise.

B. Outreach, Identifying and Establishing Appropriate Placements:
Developed information materials and communicated with Missions and Bureaus regarding the program and possible placements. WorldWID had communications with 26 USAID Mission in the first year, and worked in a variety of ways to develop fellowships that reflected priority areas for USAID G/WID. WorldWID Focused attention on developing opportunities and relationships with the ENI region through meetings and travel. Another focus region was LAC. Emphasis was placed on Democracy and Governance and Economic Growth, and WorldWID Director visited Missions in Romania, Russia and the Ukraine and discussed possible placements.

WORLDWID FELLOWS PLACEMENTS

Fellow's Name	**Country (Dates)**	**Sector of Expertise**
Bryan, Shari	Malawi (Sept 17 1997 – July 9, 1998)	D&G
Caughran, Neema	Nepal (Sept 2 1997 – May 14 1998)	D&G, Human Rights
DuVerlie, Elizabeth	Romania (Aug 14 1997 – May 28 1998) and (Sept 98 – Apr 99)	D&G, Human Rights
Etyemezian, Nina	Morocco (Feb 16 1998 – July 8 1999)	Girls' Education
Graham, Kathleen	Uganda (June 17, 1997 – Apr 5, 1998)	D&G; Economic Growth
Greene, Karen	Russia (Aug 26 1997 – Apr 24 1998)	D&G
Harrigan-Farrelly, Joan	WDC/USAID/PPC/ENV (Apr 1 1997 – Dec 19 1997)	Environment
Jackson, Robert	Egypt (May 23 1997 – Sept 26 1997)	D&G, Health
Laris, BA	Mali (Sept 3 1998 – June 30 1999)	D&G, Health
Lewis, Shelby	WDC -USAID/OTI. (June 25 1997 – Nov 1 1997)	D&G
Loreno, Karen	Peru (Oct 30 1997 – March 31 1998)	Economic Growth
Lott, Catie	WDC/USAID/G/WID (May 26 1998 –March 23 99)	D&G
Lumpkin, Tara	Panama (August 97 – May 98)	Environment
Medley, Kim	Madagascar (Sept 4, 1997 – May 9 1998)	Environment
Nails, Donna	Ukraine (Sept 14 1998 – Aug 31 1999)	Economic Growth
Neuwirth, Jessica	Nepal (Feb 15 1997 – May 15 1997	D&G, Human Rights
Phillips, Sharon	El Salvador (Aug 18 1997 – June 10 1998)	D&G
Podems, Donna	South Africa (May 19 1998 – May 11 1999)	Economic Growth
Rambaud, Marylee	Egypt (Aug 21 1997 – Jan 23 1998)	Girls' Education
Reid, Mary	Jordan (Apr 9 1997 – Mar 9 1998)	Environment
Scheinberg, Ann	Honduras (Aug 9 1997 – Feb 28 1998)	D&G
Waugh, Lisa	Guatemala (Aug 17 1997 – Jun 10 1998)	D&G
Lolita Lekha	India (July 98 – October 98)– Fellowship terminated)	D&G, Human Rights

C. Negotiated Scopes of Activities
The program had expected to have at least first draft Scopes of Activities from the Missions prior to the Fellows arrival in Gainesville for training. This was not able to

be accomplished and many were not drafted or required significant modification with the Fellow while in training. We also found that a significant revision of the SOA often takes place after the Fellow arrives on post.

D. Negotiated logistics and in-country privileges for Fellows
Many missions wee unclear about Agency policies on Fellows and difficulty was experience in negotiating the relationship of the Fellow to the Mission. Demands of Missions for housing in secure areas increased housing costs and this impacted them directly. Program needs to develop an improved method for negotiating extras with Missions and keep Missions informed about Agency policies and expectation for the fellows.

The responses to four of the questions posed to the Mission mentors in follow-up feedback give a good sense of their view of the placement and support for the fellows.

1. How well was the WorldWID Fellow prepared when they arrived at Mission? If needed, how could the Fellow have been better prepared prior to departure from the U.S.?
2. How would you describe your communication with the WorldWID Program and staff? What avenues for communication would you suggest?
3. How would you describe your communication and interaction with the Fellow?
4. Do you think that the Mission provided adequate support to the Fellow? Why? Or why not?

Most Mission Mentors felt that the WorldWID Fellow was adequately prepared when they arrived at Mission, however, this varied by individual. Generally, mentors felt it important to understand the country, culture, language, USAID, and technical expertise. Some mentors felt that the Fellows were very well prepared, with significant knowledge of country and subject matter and area of expertise. Most Fellows had met critical personnel in USAID before leaving and were generally knowledgeable of people and cultures at their site. Early in the program, some Fellows seemed not to understand USAID as an organization or system in much depth. A couple of Fellows had difficulty with the lack of adequate language skills. Although one mentor commented that the fellow was extremely well prepared for overseas living, exhibiting interest and openness, another mentioned a need for Fellows to understand the limitations and constraints of working overseas. The WorldWID training evolved and increasingly incorporated USAID specific training as well as a module on living overseas and opportunities and challenges facing development workers.

In discussing communication with the WorldWID staff, responses again varied, from excellent to good. Communications with the WorldWID program at UF could have been better, some Missions felt there was not enough communication while the Fellow was there, while it had been adequate in advance. Some felt that email correspondence was sufficient while others did not. Sometimes, due to

communication difficulties, such as the email system was not working well, the Mission and WWID program talked or emailed past each other. WorldWIDs role after fellow is placed was not clear, and one mentor felt that the "schizophrenic" nature of fellowship, being multi-goaled was difficult. Since it was the first experience some felt that the right questions were not asked up front by either WorldWID staff or mentors.

Most Mentors felt that they had excellent communication and relations with the fellow, and that the Fellow fit right in to the office situation. In one instance, there was concern about the delay in communication with the Fellow not being located at the Mission. The closer the Fellow's physical presence to the SP team, the better the communications and relationships. One Mission thought there had been too much communication between the WorldWID program and the Fellow.

Missions in general felt that they had provided all the support they could. This varied from site to site and fellow to fellow. Most received support in housing, transport, office space. Some received secretarial support and embassy privileges of direct employees. One Mentor felt that they could have done better in helping the fellow settle-in. Another commented that logistic support was adequate but, the support they provided on the program side could have been better, however, they felt unclear on their role in direction.

CA#4: Training: *In general, provisional Fellows undergo a period of intensive WID and GAD training in Gainesville for up to six weeks followed by a one to two week orientation and training in Washington, D.C. For Fellows who are specially recruited, the training and orientation program is significantly modified and is noted when appropriate.*

One of the overall activities of the WorldWID Fellows Program was to develop a training and mentoring program to prepare Fellows to specifically translate gender analysis and WID into the policies, planning, implementation, and evaluation of development assistance programs funded by USAID. Over the life of the program the training program developed significantly. Twenty-three fellows received training at different times, as part of a group or as individuals, and for various lengths of time. The first fellow placed was not able to attend the training in Gainesville, due to time constraints of the Mission, however, she did receive an orientation in WDC before departure.

Each of the training programs was documented in a detailed report submitted with the appropriate Quarterly Performance Report to G/WID and a table showing the training programs appears on the next page.

January 15 – March 5, 1997. Eight Fellows attended the initial training held at the University of Florida and the orientation, organized by Datex, Inc. in WDC. The training in Florida consisted of two weeks intensive training on Development,

Women in Development, and Gender Analysis followed by four weeks of individual work and interactions with UF Faculty. The week in Washington included varied opportunities for fellows to learn more about USAID, its partner organizations, and specifically the G/WID office organization and substantive programs. Three non-fellows attended the first two weeks of the training in Florida.

June 12 – July 31, 1997. Nine Fellows attended the second training and orientation program. Several changes were implemented including a more intensive integrated training over the entire time that that the Fellows were in Florida. During the 4- week course more emphasis was put adding theoretical issues, more USAID, more site specific based on Fellows assigned placements, more participation by partners and participation of other G/WID contractors. The one-week orientation took place in WDC and included a series of seminars and sessions at the DATEX, Inc. offices as well as group and individual meetings at USAID.

WORLDWID TRAINING

Training Dates	Total Trained	Names of Participants	Placements
1/15/97- 1/28/97	11	Lynda Baker	N/a
		Lona Cobb	N/a
		Kathleen Graham	Uganda
		Joan Harrigan-Farrelly	Washington, D.C.
		Robert Jackson	Egypt
		Shelby Lewis	Washington, D.C.
		Jennifer Linsteadt	N/a
		Tara Lumpkin	Panama
		Karen Loreno	Peru
		Jessica Neuwirth	Nepal
		Mary Reid	Jordan
6/12/97- 7/31/97	9	Shari Bryan	Malawi
		Neema Caughran	Nepal
		Elizabeth DuVerlie	Romania
		Karen Greene	Russia
		Kim Medley	Madagascar
		Sharon Phillips	El Salvador
		Marylee Rambaud	Egypt
		Ann Scheinberg	Honduras
		Lisa Waugh	Guatemala
1/20/98- 2/3/98	1	Nina Etyemezian	Morocco
3/23/98- 5/1/98	4	BA Laris	Mali
		Lolita Lekha	India
		Catie Lott	Washington, D.C.
		Donna Podems	South Africa
7/27/98- 8/12/98	1	Donna Nails	Ukraine
TOTAL	26		

January 20 – February 3, 1998. This is the first individual training that the Program delivered. Due to the Mission's need for early arrival an individualized training was necessary. The program was abbreviated and adapted from previous training and orientation programs. In the WDC orientation, DATEX, inc. played a significantly limited role. Emphasis was put on arranging appropriate contacts and meetings with USAID and other key actors in her Fellowship. Individual training did not provide the same group sharing and team building experience, and this was noted as a constraint by both the Fellow and the trainers.

March 23 – May 1, 1998. Four Fellows attend this training and orientation program. Although we anticipated that there would be six fellows, due to recruitment and selection issues, only four were able to attend. The fourth training proved to be a challenging and rewarding one in many ways. It was the best planned, prepared and delivered in terms of individual modules. Many of the issues and approaches identified during a planning retreat held at UF from Feb 16-18 (a report was submitted) were incorporated in the training plan. The training team, having benefited from all the previous training experiences, incorporated many of the activities and information. It was, however, more difficult to establish continuity and address individual and group concerns, perhaps due to the size and nature of the group.

July 27 – August 12, 1998. This was the second individualized training program. Due to some unexpected delays in the selection of the Fellow, she was not able to attend the regularly scheduled program in March. An abbreviated and individualize program was provided. Because the training was substantially shorter, the depth of coverage on some topics was limited, as was hands-on activities. Another significant difference was the order of the two major portions of the training. Usually the Fellows participated in the training in concepts and skills at the University of Florida first, and then travel to WDC to participate in a series of meetings with key individuals in relevant programs and organizations. However, in this situation due to timing issues, the initial portion of the training and orientation was held in WDC. This presented both some challenges and opportunities.

June 26---June 29. WorldWID Final Forum

The WorldWID Fellows Program sponsored a "Final Forum" at Bennett College in Greensboro, North Carolina. It was a four-day series of workshops that provided WorldWID Fellows the opportunity meet other Fellows, share their fellowship experiences, and discuss lessons learned and future actions. The program brought returned Fellows back together to discuss their field experiences, and most importantly to think about those experiences and lessons learned in terms of potential for application in the United States and their own communities. Some Fellows had been back well over a year, and others were just returning, while one of the Fellows returned to the field after the forum.

The various workshops provided Fellows with opportunities to share experiences, evaluate the program, meet and network with people who are confronting similar

challenges with gender issues in the US, and increase their understanding of facilitation skills. In the workshop on Saturday, Fellows revisited and discussed their WorldWID experiences and shared many of their adventures, challenges, frustrations and successes. They also candidly discussed the program and provided feedback for future programs of this nature. Sunday provided an opportunity for Fellows to connect on a more personal basis and many took advantage of the field trip to the Reynolda House Museum and Gardens. In the evening, an open reception attracted many local guests including the Mayor of Greensboro. The Fellows provided an excellent and entertaining slide show. On Monday there was a one-day workshop that linked the Fellows and their international and domestic experience with people who are working in similar areas in the United States. That is, linkages were made between people addressing gender issues in the United States in a variety of fields and the Fellows' international experiences. The final workshop on Tuesday morning, focused on discussing a wide range of facilitation situations and facilitation skills. A complete report that includes brief summaries of each of these workshops, and the comments and recommendations from each workshop, was written and submitted to USAID.

- **CA#5: Backstopping and communication with Fellows**: *while in the field, Fellows submit weekly and monthly reports which are read, acknowledged and acted upon appropriately by Program team members. Fellows are also required to submit a final report and evaluation.*

The First WorldWID Fellow was in the field by February 1997 and the last Fellow returned from the field by September 1999. Between that time, a total of twenty-four Fellows were transported to their country of service, supported while in the field, and returned to their home base through the efforts of the Program. WorldWID staff provided backstopping and advising to the Fellows about their activities, opportunities and constraints during their field work. WorldWID also provided Fellows access to other professionals and sources of information as needed. Fellows were required to report to the WorldWID Program on both a weekly and monthly basis. The Fellows also submitted a final report at the end of their fellowship.

The support provided by the Program to the Fellows included administrative functions related to processing payroll, travel, reimbursement for expenses that continued to be labor intensive throughout the program. The support also included more substantive technical support related to the Fellows' Scopes of Activities. Through the backstopping and advising, WorldWID Fellows received personal support and substantive advising, including review of their papers, documents, and reports and direct support in their field sites. Our format for backstopping and communications included weekly and monthly reports to the program by the fellows, and also included email, phone, and fax contact. Staff answered all reports, and all communications were circulated to the WorldWID core staff. Reports were discussed in weekly meetings and additional contact was often provided to fellows by other staff members depending on the need. The Director and the Principal Investigator

also traveled to visit several Fellows in their countries of service. These site visits served a variety of purposes. They provided technical assistance to the fellows and the Mission, they provided a better understanding of the context for Fellows' activities to the WorldWID program, and they provided opportunities for networking and coordination with other mission offices, programs and SO teams, and the NGO and donor community in country.

- **CA#6: Networking**: *the Program will develop a network for Fellows, past and present, to exchange information and ideas. A moderated listserv, accessible only to Fellows and Program team members, is one part of the networking process.*

  Although the specific core activity was limited to creating a communication network for the fellows and program team members, by the second year of the program we adjusted and expanded this activity by thinking more holistically about networking and communication both within and outside of the program. There was some discussion on initiated on the ListServ, however, we found that there was not much activity that supported keeping this as the primary networking activity. We expanded the networking focus to include the Web site, outreach, collaboration with other USAID activities, and creating a final forum for review and forward thinking.

  ListServ: The listserv was established as a vehicle for fellows to exchange ideas and have conversations with each other, the program staff, partners and advisory board. Following the placement of the initial fellows in the field, the listserv was not being used in a proactive manner. This was discussed during the training of the second group of Fellows, and they expressed an interest in making the listserv work for them, and made suggestions to improve usage. However, since very little use was still being made of the listserv through July, 1998 we cancelled the listserv management through Datex, Inc. and re-established a list from program headquarters in Gainesville. There was little participation in the listserv in general, including staff, board members, and fellows. Comment in their final reports indicated that most Fellows preferred to communicate privately with the peer groups they established during training and orientation.

  WorldWID Web page: The Web page was developed by Datex, Inc, and was on-line by October, 1996. It provided basic program information and application requirements. Datex, Inc. also designed a resource "links" page and Fellows profiles were to be added to the Web Page. However, this was not accomplished due to a shift in contract responsibilities limiting Datex, Inc. activities and the Web management being shifted to UF due to ease of server accessibility and support at UF.

  Outreach: WorldWID Targeted outreach through professional organizations, ListServes, NGOs/PVOs, special interest groups, and individuals. All of the WorldWID partners publicized the WorldWID Fellowship program in their own venues. These included conferences, web pages, newsletters, seminars, workshops and a wide variety of meetings and interactions with groups and individuals. The Program developed documentation on recruitment and applicants to create an evolving network of WorldWID resource persons and institution. These databases

are part of the documentation being provided to G/WID (see section on database, CA #7).

Collaboration with G/WID contractors: WorldWID Fellows in the field worked in collaboration with the WIDTECH and WIDSER program staff in Guatemala, El Salvador, Peru and Russia. We also tried to offer assistance to the training of WID officers in WDC but due to the structure of various contracts with G/WID we were not able to participate to any great extent in their activities.

Final Forum: An effort was made to include people from Fellows' communities as well as from local organizations and fellows suggested potential participants. This activity provided excellent opportunity for networking both between Fellows and with others working in similar issues in the US. Many contacts were made and ideas generated. The Final Forum is discussed in more detail under the section on Training.

- **CA#7: Database**: *the Program will establish a database of Fellows and applicants with appropriate qualifications but who were not selected for specific assignments.*

The WorldWID program has developed three data bases that were used during the program and are being provided to the G/WID office. All of the data bases are built using Microsoft Access Program.

1. Inquiry/Applicant Database (3214 entries)

WorldWID developed a database on all persons that inquired about the program. The database initially had approximately 60 fields of information. The tracking system enabled us to determine the number of inquiries, applications and where each individual was in the review process. Entries were stopped in January, 1999, however, a list of email addresses was kept of those people contacting us after that time. Recommendations: Although useful, the most important part of the database was contact information. The sixty fields were too much for this broad database, and much of information was not available or relevant for just individuals applying to or inquiring about the program. (The database is included on the ZIP Drive submitted with this report.)

The list of email addresses for people inquiring after December 1999 is in the section on recommendations and will be useful for the follow-up program.

2. Experts Database: (@100 entries)
This Database is basically a subset of the larger inquiry/applicant database. Only those applicants that were specifically qualified were entered into this database, which reflects the applicant pool. In this case, an effort was made to include specific data. (A hard copy is attached, and the database is included on the ZIP Drive submitted with this report.)

A database is a "dynamic" entity that is constantly changing. To manage it and get the appropriate and accurate information requires clear objectives and criteria for inputting appropriate data. Although very useful at the time the data was collected, its accuracy and usefulness after the program is finished is questionable, and depends on who the user is and how they want to use the information.

3. Recruitment Contacts Database: (@650 entries)

In the WorldWID November 1997 planning meeting the Program decided to provide USAID with a database of contacts for recruitment, although it was not initially included. The PVO Center took the lead in compiling this recruitment database which includes all contacts made in the WorldWID Fellows recruitment process by all partner institutions. This database provides information on organizations, discussion groups, list served and other institutions that are potential sources for either Fellows or their placements. (A hard copy is attached, and the database is included on the ZIP Drive submitted with this report.)

- **CA#8: Sustainability**: *the Program will explore other avenues outside of USAID G/WID to encourage the sustainability of the Fellows' Program after the end of the Program.*

As noted earlier in this report, of all of the core activities, this was both the most difficult to conceptualize as well as to implement. Although early efforts were made, we found that the WorldWID Fellow program cannot be self-sustaining as it is specifically design to provide support to USAID. We were faced with the question of why would anyone else pay for it? Paying for similar programs, or developing specific programs based on this model would perhaps be possible, but were outside of the focus of the program. Early on in the training effort, we attempted to bring in trainees from other areas (e.g. the NGO community), in fact, we did have two non-fellow trainees in the initial training in Gainesville. However, the evolving focus on specificity in tailoring the training to USAID, necessitated by the Programs efforts to address Mission needs, meant that other types of trainees did not benefit fully. For these reasons, we did not offer a WID institute or actively pursue the creation of a similar program outside of USAID venue. For several quarters, no activities on sustainability of the Program after the end of the contract date were conducted. We did try to offer assistance to the training of WID officers in WDC but due to the structure of the various contracts with G/WID, were not able to participate to any great extent in their activities.

To enhance sustainability within USAID, UF continued to evaluate performance of core activities and work to improve performance to reflect evaluation of program by Fellows, mission mentors and the contextual realities of development assistance programs in USAID. The Director engaged in discussion of continuation of the program with the G/WID Director. These discussions were limited due to contractual constraints. However, G/WID office did post an RFA for the "continuation" of the

WID Fellowship program. We see this as a significant indicator of the success of the sustainability of this type of program within USAID.

Final Forum explored lessons learned and their application to domestic situations for fellows and others working in domestic development. The forum helped to enhance sustainability of the program's contributions at both personal and institutional levels. It also provided an opportunity to evaluate and analyze performance of core activities.

4. Performance: (For each of the activities described in #3 above, state whether on-target or not, and comment, particularly in terms of comparing actual accomplishments with the objectives established for the period, and explain reasons why objectives were not met, if appropriate.)

This section focuses on recommendations useful to similar and future WID Fellows Programs. There has been a commitment to a follow-on WID Fellows program by USAID and the G/WID office evidenced in the published Request for Applications (RFA). The RFA had a submission deadline of June 21, 1999. This commitment is encouraging and reflects the value that the Missions and G/WID have attributed to the contributions that have been made by the Fellows participating in the WorldWID Fellows Program. USAID can get various types of technical assistance through a variety of mechanisms (eg. WIDTECH), many of which are short term. WorldWID Fellows, however, were there every day for up to a year and a half, and that is a really significant contribution. A long-term Fellow, with the right strategy, can have a great impact on helping G/WID achieve their strategic goals.

We know, and the Fellows know, that things can always be better. Throughout the program, Fellows provided feedback to help other potential Fellows have an enjoyable and effective fellowship. These comments are very helpful and should be considered in the formation or administration of any follow-on project. Some recommendations follow.

Future WorldWID Fellowship Programs need to recognize the site-specific nature and context of each fellowship experience, and recognize the shared challenges that Fellows face. The fellowship training, orientation and backstopping efforts need to provide support to Fellows to help them be better able to: 1) establish a clear role and valuable relationships within the social and professional settings, 2) enter through their technical competency without subordinating gender, and 3) ensure they can make relevant and useful contributions to the office/mission without keeping them from reaching their fellowship goals.

1. Strengthen and improve relationship with G/WID for Program and Fellows

- Encourage and develop increased participation and presence of G/WID
- Understand more clearly the relationship the program has with GWID. Some Fellows had a lot of interaction with GWID because the sector officer was very involved, and others had none.

- Identify who the GWID "insider" is for the project and who is advocating WWID within Agency
- Increase GWID support (not just $) for Fellows.
- More marketing is required, why isn't GWID marketing the result? G/WID could take advantage of Fellow work/products and contributions by having Fellows debrief at GWID and other parts of USAID/Washington.
- Have a GWID mentor, along with sector mentor, assigned to work more closely with each Fellow
- Cluster Fellows by sector with GWID person
- Clearly define SOA and responsibilties and expectations on the part of all actors, USAID, Fellows and WorldWID. WorldWID staff should assist Fellow in more clearly articulating responsibilities and mobilizing support within the mission.

2. Emphasize and support a sector focus without losing cross-cutting nature of gender issues

- For training, try to focus on gender within particular sector
- For training, cluster Fellows by sector or region(still recognizing that gender issues cut across sectors)
- Identify a GWID mentor along with sector mentor for each Fellow (understanding time constraint)

3. Develop a better understanding of Mission and Mentor relationship with Program and Fellows

- Fellow and mentor attend conference (or some other activity together—during training)
- Mentors were unaware of role as mentor and unclear on relationship
- Explain WWID to Missions better, both for "marketing" program and encouraging support of the Fellow
- Have TDY while Fellows are in the field so that each Fellow is visited
- Work on ensuring appropriate Fellow/Mission fit
- Beware of "employment agency" mentality. Need to find balance of meeting Fellow and Mission needs
- Engage the Mission in the selection process and have mentor/Mission interview and pick the Fellow
- Encourage opportunities for the Fellow and the mentor go to a conference together while they are in the field so there is some independent relationship to the issues in the office (recognizing time constraints)
- Mission director be involved in setting goals for the WorldWID Fellows activities in the Mission
- Fellows should spend more time with people who actually worked in the assigned country or field of expertise before going to the field.

4. Ensure appropriate Mission placements

- Mission Director should be involved in defining Fellow activities

- Introduce office to Fellows (and Fellows to office) before arrival by providing an information packet on office people and on Fellow
- Missions should interview Fellow
- Improve Mission application for Fellow process by including $ commitment, etc. Otherwise, Fellows are seen as free skilled labor
- Need Mission $ commitment and recognition
- More marketing required. Take advantage of Fellow work/products, contribution by having Fellows debrief in WDC.
- Every Washington, DC placed fellowship must include Mission work/visit
- Need to improve finding a Fellow matched to what their mission needs is most important
- Would have been good to have a leading application process forcing them to confront practicalities of hiring somebody

5. Link Fellow to relevant WDC bureaus in coordination with the Mission, etc.

- There is a disconnect between DC and the missions
- Debrief with DC contacts
- Important to have Fellows "connected" to people at WDC bureau through the Mission
- Market Fellow accomplishments

6. Refine WorldWID focus and better address Fellows' concerns for adequate support.

- Should WWD focus change? or Broaden? or Narrow? from providing "fellowship" experiences to "consulting services?" Original objectives were good. Now have moved more toward "specialized consultants".
- This was one of the cheapest ways USAID to "hire" therefore it is not surprising that they want to take advantage of this.
- No requirement to spend any mission $$ to get a Fellow, usually there is a mission buy-in. Requires a different mindset and approach
- Fellows need to earn a living wage (various levels of expense of living), and you should analyze structure of other Fellowships to look for models
- Because of growing consciousness of the programs, some of the later Fellows got better benefits.
- Some feel like they were under paid and did not receive other appropriate compensation
- Budget was missing for those that were not at a Mission (i.e., those in DC). Should provide some money for those who would need at least one trip to go see a Mission
- Share feedback Request/Evaluation form used for Missions with the Fellows up front during training
- Ensure gender diverse staff in training
- More men as Fellows (at least 20 – 30 %)
- Mixed teams (male/female)
- Emphasize that gender is not a women's issue alone

- Address Fellows frustration of the lack of support for family members. Some host institutions "went out of their way" to accommodate family needs, but not worldwid. Some fellows expressed serious problems with the philosophy of the WorldWID program on this issue

7. Ensure adequate time and emphasis for recruitment

- Ensure public relations documents and materials are very clear. Seeking mid-career experts with institutional support, which is different than many fellowship programs, required the program to exert extra time and attention in conveying this, and the necessary qualifications.
- Commit substantial time to recruitment efforts because WorldWID seeks applicants who already have well-developed technical expertise and institutional affiliations, which takes more time to identify.
- Recruitment efforts need to be broad based and include a variety of mechanisms.

8. **Empahsize getting to know USAID and the Placement during training**.

- Surviving USAID has been a major challenge. Knowing how they operate has been critical for me. I rate theoretical context second because application of gender analysis has been almost impossible in my situation, but awareness of the theoretical context has allowed me to work gender into what I've done even though it has not been done on a formal (PRA, for example) level.
- It's always good to have a overall perspective of the organizational culture one is about to enter, however, most of this orientation seems remote from what I experience on a day-to-day basis. I' m not certain how to get around this, but maybe some vignettes describing Mission level cultures based on fellows' experience in the field would help others be more prepared.
- Actual Mission realities vs. DC "vision". There is a HUGE discrepancy between what I heard about participatory work and gender in DC and what actually happens here on the ground. I came with expectations much higher than were warranted—partly as a result of the information I got in DC from USAID.
- More practice in working at the Mission level within AID: how different the local culture may be, the gap between what's happening in DC and what's happening in country, the (in my case) constant stream of TDYers and other visitors from D.C. and the effects of this, how would one actually operationalize one's scope of activities in this environment.
- The realities of life in the USAID Mission and an attempt to give a more realistic presentation of how the DC "wish list" gets translated at the Mission level. I came woefully under-prepared to understand the actual dynamics in a USAID Mission—both in terms of how the Mission operates and how it carries out mandates from DC.
- A local orientation is needed in the placement site. Without this I was lost for several LONG weeks. At the very least, fellows need to know enough to ask for a thorough orientation to the Mission!!
- It would have helped had WorldWID spelled out some responsibility of the Mission toward me as a fellow coming on board without international development experience: at the very least, a "someone" who agreed to take

responsibility for me and for my work here, or for mentoring me or for caring whether I was around or not! If the Mission is getting someone, it seems to me there should be minimal guidelines for the Mission in relationship to responsibility for the fellow. Those guidelines should probably be a part of the initial placement negotiations.

- Warn fellows that computer literacy is crucial, not just word processing.

9. Keep a strong substantive focus on Gender Analysis and WID in the training

- Applying Gender Analysis in Development was the most useful because it exposed use to the variety of tools that exist and how to use them. It is the most applied and it is what the people in the field want to get their hands on, they haven't much patience with the theoretical underpinnings although they seem to trust that it exists
- Although I haven't really been called upon to utilize directly the information gleaned from the theoretical context part of the training, it gives me more confidence in my work.
- More on how to initiate gender thinking where there is none, particularly when everyone is so busy with their respective over-full plates.

10. Provide substantial opportunities for practicing skills in training.

- More practice on leading participatory methods and exercises- have trainees lead small groups in exercises, resource maps, etc. It is one thing to lean about them, another to apply them.
- I would have liked to have to run an actual training
- Make more time to DO more in terms of application and teaching methods learned.

11. Encourage networking in a variety of ways.

- Emphasize and promote more how we can use each other, i.e. the fellows, as resources during our placements. Perhaps this was stressed more in the second training plus I understand that the listserv is meant to facilitate this as well.
- Wish we weren't all so busy so that we could keep in touch. I look forward to reconnecting, meeting again, in the future.
- Perhaps posting monthly reports of fellows on an electronic newsletter might provide insight on what others are doing. One mentor also suggested this as they would like to have know what other fellows were doing.
- Create more "networking" between Missions that are hosting fellows.
- Support more "debriefing" and exchange trips for fellows during their placements.
- Recruitment contacts of people interested in the program who contacted WorldWID after January, 1999. These people should be notified of the new opportunities provided by the follow-up WID Fellowship program. General Inquiries into the WorldWID Fellows Program after December 1998.

12/2/98: Jennifer Rikert, jlr38@cornell.edu
12/4/98: Micheal E. Hartmann, MEHartmann@aol.com
12/5/98: Brenda L. Donchuk, donchuk@localnet.com
12/7/98: Bradley King, kingbs@slu.edu

12/8/98: Caleb Haynes, jhaynes@eden.rutgers.edu
1/6/99: Jeanny Wang, tadpole@igc.org
1/6/99: Mai Zong Vue, vuema@mail.state.wi.us
1/6/99: Linda Storm, storm.linda@epamail.epa.gov
1/7/99: Rebecca Austin, baustin@ci.fort-collins.co.us
1/7/99: Karen Beeks, wkbeeks@compuserve.com
1/11/99: Johanna Looye, johanna.looye@uc.edu
1/11/99: Hoi-Ling Wong, hwong1@emerald.tufts.edu
1/14/99: Cristina Hansell Chuen, csarykov@ucsd.edu
1/15/99: Patricia Sleger, pasleger@aol.com
1/16/99: Arun Dolke, aaasn@nagpur.dot.net.in
1/19/99: Dawne Deppe, ddeppe@chemonics.com
1/19/99: Amelie Yan-Gouiffes, amelie@activist.com
1/19/99: Nina Bauer, inanna@sover.net
1/21/99: Christina Nyhus, cmnyh@aol.com
1/25/99: Susan Frazier-Kouassi, IEWAD@netscape.net
1/26/99: David Neubacher, dneuba7r@gwis2.circ.gwu.edu
1/30/99: Meredith Damitz, mdamitz@miis.edu
2/3/99: Mary Nan Ollis, mnollis@unca.edu
2/4/99: Rachel Taylor, rtaylor@brillscontent.com
2/11/99: Sarah Jane Achene, tolnai18@aol.com
2/22/99: Jessica McCurdy-Crooks, Jamaica, West Indies
2/25/99: Ananta Hans, a.hans@state.gov
3/1/99: Graciano Velez, gracv@aol.com
3/10/99: Julie Muson, munson_j@bls.gov
3/19/99: Thomas Riess, riessth@biomed.med.yale.edu
4/5/99: Bonnie Cumings, blcumings@aol.com
4/14/99: Mary Bergstrom, mbergstrom@aarp.org
4/21/99: James Settle, kugihan@yahoo.com
4/28/99: Hannah Calvert, h_calvert11@yahoo.com
5/5/99: Andrew Jilani, jilani@email.unc.edu
5/21/99: Margaret Ronald, mholland@mailer.fsu.edu
6/3/99: Jessica Schnabel, jessicaschnabel@yahoo.com
6/15/99: Zakia Belhachmi, cisis@hotmail.com
6/29/99: Pamela Lucas, plucas@pppl.gov
7/7/99: Nahla Hilmi, nahla@gwis2.circ.gwu.edu
7/8/99: Richard Abbruzzese, ra3331@aol.com
7/20/99: Yale Law School, cdo.law@yale.edu
7/22/99: Lauren Bronich, lbronich@juno.com
8/5/99: Debra Braga, dbraga@ci.orlando.fl.us
8/6/99: Robin Maunery, trueba@stc.net
8/19/99: Leslie Patykewich, Leslie_Patykewich@jis.com
8/24/99: Kenann McKenzie-Connelly, kenann@hotmail.com
8/29/99: Maryalice Guilford, mguil@aol.com
8/31/99: Bethany S. Slingerland, jslinge@ibm.net
9/8/99: Deborah Kittrell-Mikell: nitakittrell@gsvms2.cc.gasou.edu
9/27/99: Michelle Portman: evahp@yahoo.com

Subcontracts

The program partners included Bennett College, Center for PVO/University Collaboration in Development, and DATEX, Inc. Subcontract final reports are attached.

Administrative information
Note: Reporting Period August 1999 – September 28, 1999 (approximate. Does not include final billing of sub-contractors or all bills cleared)

Contract data: Total estimated cost	$ 2,348,490.00	
Total obligated amount	$ 2,348,490.00	
1. Expenditures last two months:		$ 21,406
UF:		$ 17,136
Subcontractors:		$ 4,270
2. Cumulative expenditures to date:		$2,175,754
UF:		$1,886,405
Subcontractors:		$ 289,349
3. Remaining unexpended balance:		$ 172,736
UF:		$ 159,808
Subcontractors:		$ 12,928

Section II - Project Officer's Comments

Comment on contractor's technical performance (quality of technical assistance, professional services, and/or products) and provide examples, if appropriate.
Comment on contractor's administrative performance (timeliness in meeting schedules and/or delivering materials/products) during the quarter and give examples, if appropriate.
Comment on contractor's management (cost-effectiveness, quality of communication with staff and with USAID for the quarter and provide examples as appropriate).
React to contractor's assessment of performance regarding any of the activities and/or deliverables described in Section IA, #4.
Note areas for potential contractor improvement regarding management/provision of any services related to the activities and/or deliverables and/or specific contract results.

Project Officer/Office Symbol_____ Date_____

Section III - Contract Officer's Comment
Comment on any area of concern particularly regarding Contractor's response to #4 and 5 in Section I and Project Officer's response to #3 in Section II.
Identify actions to support, correct, or improve contractor's performance (show-cause notice, cure notice, contract modification, incremental funding, technical direction to contractor, approvals and/or clearances, interpretations of statement of work or adjustments in work plans, feed-back to contractor regarding performance and/or deliverables) that need to be taken and indicate action officer and due date.

Contract Officer/Office Symbol_____ Date_____

WORLDWID FELLOWS PROGRAM, FINAL REPORT
(USAID FAO-0100-A-00-6003-00

SUBCONTRACTORS' FINAL REPORTS

- **BENNETT COLLEGE**
- **CENTER FOR PVO/UNIVERSITY COLLABORATION IN DEVELOPMENT**
- **DATEX, INC.**

BENNETT COLLEGE
Women's Leadership Institute
900 East Washington Street, Box C
Greensboro, North Carolina 27401-3239

Location:
208 King Street
Greensboro, North Carolina 27406-1640

Telephone 336/370-0436
Fax: 336/370-4326
E-mail: lewnc@nr.infi.net

July 22, 1999

Lisette M. Staal
Acting Director, WorldWID Fellows Program
University of Florida International Center
123 Grinter Hall
P.O. Box 113225
Gainesville, Florida 32611-3225

Dear Lisette:

I've outlined the involvement of Bennett College in the WorldWID Fellows Program.

Date	Activity
09/25/96	Provost announced WorldWID Fellows program to Bennett College faculty/staff
01/15-28/97	Lona Cobb attended WorldWID Gender Training
01/24/97	Dr. Scott invited to serve on WorldWID Advisory Board
04/21-23/98	Lea E. Williams attended WorldWID Gender Training
11/2-3/98	WorldWID Fellows Forum/Conference planning group convened at Bennett College
05/19-20/99	WorldWID Fellows Forum/Conference planning group convened at Bennett College
05/24-29/99	WorldWID Fellows Forum/Conference planning group convened at Bennett College.

In addition, Lona Cobb reviewed applications for the 1997-98 and 1998-99 program years. We also received a telephone/fax machine through WorldWID.

Sincerely,

Lea

Lea E. Williams, Ed.D.
Executive Director

Center for PVO/University Collaboration in Development
WorldWID Final Report

I. Recruitment

The recruitment strategy used by the Center for PVO/University Collaboration in Development (the Center) for WorldWID focused on recruiting mid-career professionals with relevant expertise from non-traditional areas such as non-profit organizations (PVOs and NGOs), local government agencies, minority associations, etc... The goal was to widen the audience for a Fellowship program from the typically academic to the more practitioner level. In doing so, the number and scope of persons who learned something of the USAID system and foreign assistance programs of the US government was broadened.

Recruitment was also targeted to practitioners in the five USAID priority areas (*Democracy and Governance; Population Health, and Nutrition; Economic Growth; Education and Training; and Environment and Natural Resources*). Over time, the recruitment strategy shifted from more general recruitment of Fellows with potential for a variety of positions, to very specific requirements for Fellows to meet requests from USAID Missions.

General WorldWID Recruitment Campaign Summary

	PVOs/ NGOs	Universities	Advocacy Groups	Professional Associations	Personal Contacts	Listserve/ discussion Groups	**TOTAL**
General Mailing	257	129	65	86			537
Personalized Mailing	125	237		127	97		586
Electronic Mail	92	57		38		50	237
Networking	52	41					93
TOTAL	526	464	65	251	97	50	**1453**

Specialized/Focused Recruitment Campaigns

(** These numbers represent the aggregate of different types of contacts that were made*).

Democracy & Governance	76*
Enterprise Development (Ukraine)	96*
Girls' Education (Morocco)	72*
TOTAL	**244**

- WorldWID Recruitment Database
The Center created an Access database containing contact information for the groups, associations, individuals, etc.....that were contacted in the course of the WorldWID program. Similar data was gathered from other program partners DATEX and the University of Florida to be included in this database. A hard copy, complete with instructions for use, along with a electronic version of the database (on zip diskette) will be submitted as a deliverable to USAID.

-Recruitment of Fellowship Placements
One of the original objectives for the inclusion of the PVO/University Center in the WorldWID Consortium was to recruit placements for Fellows in US PVOs implementing USAID-funded programs. In reality, this resulted in the placement of just one Fellow in a PVO after initial contacts were made by PVO/University Center staff. However, we continue to believe that this could be an effective strategy for USAID to follow, particularly as it implements its partnership programs.

The Center also publicized and distributed material on the program at a variety of meetings, conferences, workshops, meetings with USAID Missions, etc... and disseminated information on the program in its newsletters and website.

II. Selection and Evaluation of WorldWID Fellows
A staff person from The Center sat on the initial selection committee that reviewed the x number of (*how many did we review in total??) WorldWID Fellowship applications using detailed criteria to assess the relevance of each applicants background and professional experience to WorldWID program goals and the needs of USAID Missions. The Center representative on the WorldWID Advisory Board participated in the process of making final selections.

III. Training and Orientation
WorldWID training programs were designed to help participating fellows increase their knowledge and understanding of international development in general and WID/GAD issues in particular. The Center helped in identifying themes and assisted in developing training program content. It participated in training sessions on international development issues, non-government organizations, monitoring and evaluation and participatory methods. Center staff spent anywhere from a few days to a month with each training group.

IV. WorldWID Final Forum
Planning Committee
Two staff from the PVO/University Center were on the planning committee putting together the Final Forum working with colleagues from the University of Florida and Bennett College to design the 4 day forum to meet the needs of the Fellows and the program.

Evaluation Reports Review and Analysis
As part of the process of preparing for the final WorldWID Forum, Center staff reviewed and analyzed Fellows' Final Reports, Mission Evaluation Reports, and Training Evaluation Reports looking for important themes to be addressed during the Final Forum. The analysis revealed interesting and sometimes contradictory insights on the way that the success or failure of the Fellowship experience was determined from both the Fellow's point of view, and their host Mission or agency. (*Please see attached*)

Documentation for WorldWID Forum
The Center produced a Forum Booklet which included the Forum Program; brief biographies on all WorldWID Fellows, other forum partners and participants; and a *Glossary of Common Terms Related to Gender and Development.*

V. Program Management
The Executive Director of the PVO/University Center was a member of the WorldWID Board of Directors/Advisors??? and actively provided guidance and direction in formulating program policies.

VII. Lessons Learned

--need to cast a very wide net for potential Fellows and for placements as well

--need to work harder to involve PVOs (if WorldWID is so inclined in the future)

--need to do good training needs assessment on every individual before they come into training

--need to be prepared to deal with very specific requests from USAID Missions(become a personnel agency!)

--need to be very up-front and clear about pluses and minuses (particularly financial) for both parties

--mentoring position needs clarification

SCOPE OF WORK COMPLETION AND LEVELS OF SUCCESS IN GENDER INTEGRATION MATRIX

NAME OF FELLOW	WHAT DID YOUR SCOPE OF ACTIVITIES (SOA) CALL FOR?	WERE YOU ABLE TO ACCOMPLISH YOUR SCOPE OF ACTIVITIES?	FROM YOUR PERSPECTIVE, DID YOU MAKE ANY IMPACT IN INCREASING GENDER SENSITIVITY IN THE MISSION OR WITH COOPERATING NGOs, PVOS, AND OTHERS?
1. Lisa Waugh *Guatemala* *Peace Programs*	- To develop an expertise in gender issues related to Mayan ethnicity; - to identify the gender issues and priorities in the SO for poverty alleviation; - To provide the USAID Mission with information which expands their understanding of gender concerns relative to poverty alleviation programs.	I was able to accomplish my scope of activities as it was originally stated. After the first few months, the scope was irrelevant, and I did not clarify it.... This put me in the position of being reactive to opportunities/ tasks that came up, rather than having clearly defined responsibilities of my own. p. 3	Negligible. I don't think it is realistic to expect that a fellow in nine months can have any significant impact on overall "gender activities in Mission programs". p. 5
2. Marylee Rambaud *Egypt* *Girls' Education*	- Provide technical assistance to monitor and evaluate activities of USAID/Cairo Girl's Education strategy; - Act as Mission's resident expert on innovative education approaches, particularly in curriculum development and teacher training; - Assist Mission to design and carry out research agenda that will help refine future Mission educational strategies; - Assist Mission in coordinating with other donors. p.21		I cannot claim that my work.....had a tangible impact. p.16 I believe I helped the SO2 Team make progress in making gender issues routine...p.15 ....Mission continues to make progress in mainstreaming gender p.5
NAME OF FELLOW	WHAT DID YOUR SCOPE OF ACTIVITIES (SOA) CALL FOR?	WERE YOU ABLE TO ACCOMPLISH	FROM YOUR PERSPECTIVE, DID YOU MAKE ANY IMPACT IN

		YOUR SCOPE OF ACTIVITIES?	INCREASING GENDER SENSITIVITY IN THE MISSION OR WITH COOPERATING NGOs, PVOs, AND OTHERS?
3. Kimberly Medley *Madagascar* *Natural Resources Management*	- Develop an ecological monitoring program; - Review USAID integrated conservation and development projects; - Develop a monitoring program at the local level which would engage local communities in data collection and monitoring; - Identify and communicate appropriate participatory methodologies; - Begin a process to review partnership and scientific community programs; - Act as a resource to a cadre of national professional - Provide Mission support as a gender development specialist to all three sector activities of USAID/Madagascar. Attachment C1	I'm confident that I met the main objectives of the Mission for my fellowship program under the technical position of ecological monitoring specialist.	I made some impact on increasing gender sensitivity in the NRO Office and Mission, mostly by showing how....data could be used to enhance presentation of program performance... p.2 Improving the status of women and/or looking at gender differences were not viewed as central issues. p.2
4. Elizabeth DuVerlie *Romania* *Health Communication*	- Improve awareness on the part of the general public of women's issues and women's health through improved coverage and more stories, TV and radio programs, and publications on these topics by interested journalists.... - To make immediately available to the Romanian public, through Romanian press outlets, existing columns or articles....that would alleviate the need for extensive research... -to develop participatory appraisal process for use in communities with groups of women... - Identify and train Romanian women to facilitate this appraisal process in communities. - Conduct at least four such sessions....so that the model is in place for replication, continuation, and sustainability. SOA page 1-6	I was able to accomplish my scope of activities. p.2	The majority of my efforts to integrate gender analysis and WID focus...were through the workshops I led. .....Beyond the context of workshops, I attempted to communicate a gender focus whenever it was possible and appropriate. .....It is definitely hard to assess what impact my gender activities may have had on the Mission programs. ....There was, I would say, a fairly predictable attitude toward gender issues: arm's length. p.3
NAME OF FELLOW	**WHAT DID YOUR SCOPE OF ACTIVITIES (SOA) CALL FOR?**	**WERE YOU ABLE TO ACCOMPLISH YOUR SCOPE OF ACTIVITIES?**	**FROM YOUR PERSPECTIVE, DID YOU MAKE ANY IMPACT IN INCREASING GENDER SENSITIVITY IN THE MISSION OR WITH COOPERATING NGOs, PVOs, AND OTHERS?**
5. Kim Loreno *Peru*	- Provide technical assistance to the "Increased incomes of the poor" strategic objective team in improving its capacity to address gender issues in the implementation of their activities...	My scope was accomplished in draft, i.e. I prepared	I believe I had a limited impact at the mission if only to remind people that gender is an issue that is not

Microenterprise	40% - Provide technical assistance to the "reduced illicit coca production in the target areas in Peru" special objective team in identifying gender issues in developing strategies to address them in the design and implementation of the alternative development program. 50% - Assist the Mission in developing integrated Mission gender policy and action plan. 10%	sets of written comments and proposals to serve as discussion pieces in meetings with responsible parties. p.2	going away. ....I encouraged some discussions and plans which may be linked to specific actions...p.1
6. Neema Caughran *Nepal* *Anthropology* *Gender*	- Gather information through interviews and through participatory methods, on the extent and nature of men's and/extended family cooperation or resistence to the legal literacy classes and women's advocacy groups; - Ascertain women's involvement with issue of domestic violence either in collective actions for individual help or collective actions for social change and discuss in focus groups how such actions may become effective actions for social change; - Devise ways for program staff to elicit men's support for and cooperation with the legal literacy program... - Facilitate the adaption of ideas to these programs.... - Document lessons learned. Section 3	I was able to accomplish my SOA entirely... p5	While I do not think I was able to make a dent at that level, I do not think that my continual and gentle reminders of the importance of gendered perspectives and awareness began to have small effect on the thinking of those involved....p.8
NAME OF FELLOW	**WHAT DID YOUR SCOPE OF ACTIVITIES (SOA) CALL FOR?**	**WERE YOU ABLE TO ACCOMPLISH YOUR SCOPE OF ACTIVITIES?**	**FROM YOUR PERSPECTIVE, DID YOU MAKE ANY IMPACT IN INCREASING GENDER SENSITIVITY IN THE MISSION OR WITH COOPERATING NGOs, PVOs, AND OTHERS?**
7. Shari Bryan *Malawi* *Demo. & Governance*	The Fellow's primary responsibility will be to assist USAID/Malawi's SO 5 "Institutional Base for Democratic Participation Strengthened and Broadened" by incorporating gender analysis and programming into the following:	I was able to accomplish most of the work under my scope of activities. The scope of work	I was able to integrate gender analysis and WID focus into my area of technical expertise by : 1. reviewing the existing programs; 2. Examining the impact of current

	- Increased participation of civil society organizations in the economic and political development process; - Parliament's capacity to function as an independent and representative body strengthened; - capacity of Electoral Commission to conduct free and fair elections strengthened' - rule of law strengthened.	increased from what I initially thought I would be responsible for, as a result of the SO 5 Team Leader leaving the Mission for maternity leave for almost five months. p. 5	programs; 3. Assessing whether the impact was positive or negative; and 4. Finding ways to incorporate changes or new programming so that the impact could be more effective. p. 6
8. Mary E. Reid *Jordan* *Environmental Awareness / Water Resources*	- Review all activities contained in the water resources strategic objective for opportunities to include gender dimensions and develop collaborative methodologies in the Mission's strategic objective framework. Special attention will be given to gender analysis in the design of any new activity; - Assist the Jordan Environment Society (JES) to implement its USAID grant on public awareness of water scarcity and conservation issues, acknowledging diversity of stakeholder groups and paying particular attention to gender differences; - Assist the MWI (?) To strengthen its public awareness programming in water conservation; - Assist the SO institutional contractor to develop and institutionalize an Irrigation Advisory.	Yes. With various degrees of success. p.3	No immediate impact that I'm aware of beyond enhancing awareness and providing support for women FSN. p. 5 There was no direct change that I can document except the increased commitment to a focus on gender concerns by the FSN I mentored. p.5
NAME OF FELLOW	**WHAT DID YOUR SCOPE OF ACTIVITIES (SOA) CALL FOR?**	**WERE YOU ABLE TO ACCOMPLISH YOUR SCOPE OF ACTIVITIES?**	**FROM YOUR PERSPECTIVE, DID YOU MAKE ANY IMPACT IN INCREASING GENDER SENSITIVITY IN THE MISSION OR WITH COOPERATING NGOs, PVOs, AND OTHERS?**
9. Shelby F. Lewis *USAID/Washington* *Women in War Torn Societies*	- Literature review and content analysis of field documents; - Focus group discussions with refugees and U.S. based women from target countries; - Site observation of women's activities in crisis situations and analysis of timing and ways that they transcend their proscribed	Yes. With various degrees of success. p.3	No immediate impact that I'm aware of beyond enhancing awareness and providing support for women FSN. p. 5 There was no direct change that I can document except the increased

	roles..; - Analysis of the successful roles transcending activities of specific women and women's groups..; - Analysis of intervention options available to USAID/OTI, and their potential outcomes.		commitment to a focus on gender concerns by the FSN I mentored. p.5
10. Bob Jackson *Egypt* *Health and Nutrition*	- To assess the status and capacity of the Student Medical Insurance Program (SMIP) of the Health Insurance Organization (HIO) to provide anemia detection, education and control services for children specially for adolescent girls; - To design an intervention plan for SMIP the can be implemented nationwide with a focus on upper Egypt; - Review and monitor nutrition related research sponsored under the Healthy Mother/Health Child Project.. - To assist HRDC/ET Project Officer in the review of the School Nutrition Program... - To participate in education and nutritional roundtable meetings to discuss school nutrition cost effectiveness ...; - To be resource to the Mission on nutrition related issues.	I was fully able to accomplish my SOA. p.3	I think that the Mission benefitted from my being there in that they gained a greater sensitivity to gender issues and also benefitted by having my final report. p.4
NAME OF FELLOW	**WHAT DID YOUR SCOPE OF ACTIVITIES (SOA) CALL FOR?**	**WERE YOU ABLE TO ACCOMPLISH YOUR SCOPE OF ACTIVITIES?**	**FROM YOUR PERSPECTIVE, DID YOU MAKE ANY IMPACT IN INCREASING GENDER SENSITIVITY IN THE MISSION OR WITH COOPERATING NGOs, PVOs, AND OTHERS?**
11. Joan H. Farrelly *USAID/Washington* *Environment* •	- Work with the sector review groups and reviewing the strategic objectives I can help in determining if adaptations, changes are needed to ensure gender integration; - Collaborate with counterparts in other bureaus to encourage, facilitate, and focus as necessary attention to environment and gender issues; - Help the PPC/ENV strengthen their technical capacity by assisting in the review of the Environmental Impact Assessments to ensure gender integration and participation where appropriate;	...developing the scope after being on the job was a good idea since you got a better feel for what was taking place and how you would fit in. p.2	I'm not sure if, but gender impact can be measured, but I do know that in certain areas where it was overlooked, I tried to shed light on those areas. p.2

	- Review existing policies and programs with donor and international agencies to endure attention to gender and environmental issues...: - Work with the NGO community to learn about their current approaches and exchange information on gender and local people participation where necessary; - ....visit sites and review projects to evaluate and monitor the integration of gender and proper environmental measures....		
NAME OF FELLOW	**WHAT DID YOUR SCOPE OF ACTIVITIES (SOA) CALL FOR?**	**WERE YOU ABLE TO ACCOMPLISH YOUR SCOPE OF ACTIVITIES?**	**FROM YOUR PERSPECTIVE, DID YOU MAKE ANY IMPACT IN INCREASING GENDER SENSITIVITY IN THE MISSION OR WITH COOPERATING NGOs, PVOs, AND OTHERS?**
12. Karen Greene *Russia* *NGOs/Civil Society*	- Introduction to USAID/Russia programs, literature review, and exploratory assessment and development of conceptual framework and methodology; - Field visits to women leaders, groups with women participants, and women's groups; - Analysis of USAID program activities and process reporting to Mission; - Final reports to mission, reports to women's groups, and plans for broad-based discussion and on-going communication between Mission and women's movement participants.	The main deliverable of my SOA was to provide an analytical report with recommen-dations. This was submitted, but nit as fast as the Mission, WorlWID, or I wanted. p.2 My SOA was modified and clarified during my at the Mission. p.2	...I did an excellent job of identifying where the Mission could improve its efforts to support women's NGOs. This included raising awareness that the regional NGO support centers did not have much information about existing women's groups, women's networks, and publications. I discussed gender analysis one-on-one with Mission staff when an opening presented itself.

13. Kathleen Graham *Uganda* *Demo. & Governance*	- Determine the duties and assess the skills required in local governance; - Survey the skill level of probable women office holders and then target skill deficiencies; - Survey possible NGO/organizations to determine their capacity to impart such skills ....to engage in capacity building; - Assist USAID/Uganda in developing a strategy for building the capacity of women elected to local offices.	Taking into account the changes in the SOA...the work was all completed. p.5	I think "gender awareness" in an organization like USAID evolves slowly, and sometimes almost imperceptibly. I perceived no changes in the Mission's management processes based on gender awareness. p.5
NAME OF FELLOW	**WHAT DID YOUR SCOPE OF ACTIVITIES (SOA) CALL FOR?**	**WERE YOU ABLE TO ACCOMPLISH YOUR SCOPE OF ACTIVITIES?**	**FROM YOUR PERSPECTIVE, DID YOU MAKE ANY IMPACT IN INCREASING GENDER SENSITIVITY IN THE MISSION OR WITH COOPERATING NGOs, PVOs, AND OTHERS?**
14. Tara Lumpkin *Panama* *Environment* *Community Develop.*	- Research Community-Based Ecotourism (CBE) as it exists in other areas/countries; - Participate in meetings/conferences that focus on CBE; - Explain CBE to visited communities...; - Research community knowledge and interest in CBE; - Research social and environmental issues among chosen communities in the CBE context; - Research gender roles among chosen communities in the context of CBE. p.21	I was able to accomplish my SOA.	..I made an impact in increasing gender sensitivity in the Mission. USAID and other donors need to focus on restructuring the global economic system so that it includes environment and gender as part of its valuing processes. ..... gender sensitization or education without a structure to support the results of that process will not create lasting change.
15. Anne Scheinberg *Honduras* *Demo. & Governance*	- Analysis of women's civic participation and development of strategies to strengthen it, with special emphasis on the Municipal Development Project (MDP); 45% - Integration of waste management in Honduras: Models for modernization and improvement of municipal solid waste systems and the integration of micro-enterprise to perform public service functions; 45% - Additional tasks (including possible gender analysis	... general answer to this is yes. My SOA changes dramatically after my arrival, based on an apparent misunderstanding... I feel that I could	I think I had an impact on the level of staff sophistication about gender analysis.....How sustainable this impact will be will depend in part on the changes in staff and officers p.2

	consultations), documentation, and networking.	have gone quite a bit further had there been pressure to consider the work finished when I considered it only partially completed. p.7	
NAME OF FELLOW	**WHAT DID YOUR SCOPE OF ACTIVITIES (SOA) CALL FOR?**	**WERE YOU ABLE TO ACCOMPLISH YOUR SCOPE OF ACTIVITIES?**	**FROM YOUR PERSPECTIVE, DID YOU MAKE ANY IMPACT IN INCREASING GENDER SENSITIVITY IN THE MISSION OR WITH COOPERATING NGOs, PVOs, AND OTHERS?**
16. Sharon Phillipps *El Salvador* *Demo. & Governance*	- Analyze the participation of women in el Salvador, in government, civil society, and public decision-making processes; - Analyze the participation of rural citizens of El Salvador; - Conduct a workshop with presentation of the findings of the gender assessment; - Provide an analysis of the possible linkages with other programs of other donors...as well as recommendations on strategies for integrating efforts; - Work with the Mission's Gender Committee to establish a work plan and the mechanisms to integrate their purpose and goals to the ongoing activities of the various SOs.	The SOA that I revised and negotiated..... was much more manageable than the one that had been provided in Florida. Even that I can not say that it was completely achieved..	I think I helped to build a bridge between what AID is doing and what many women and feminist groups are doing in the country, as well as between other donor organizations with whom USAID has not worked before. I helped with their indicators, with their need to develop some baseline studies, and also used some of the WID contacts to help set up consultancies with various ministries and agencies.

Proposed Themes for Discussion at the Final Forum

After analysis of these three evaluation documents (Fellows' Final Reports, Mission Evaluations and Training Evaluations), the following themes were identified that could lead to topics for a participatory evaluation process during the June workshop:

1. Defining relationships--how to better define and improve the relationships among all significant players in the program with attention to supervision and mentoring; clarifying expectations and responsibilities for logistics and support at the placement; integration of the Fellow into the Mission; and achieving a better balance in reporting.

2.Scopes of Work--how much should be prepared before arrival at the Mission, how to accommodate changes in the Mission's expectations and how to be more realistic about what can be accomplished during the Fellows' tenure.

3.Training and Orientation--finding balance between theoretical and practical, and allowing incoming Fellow's different baselines of experience with USAID and cross-cultural working situations to guide the training program design in these areas.

4. How to maximize the program impact on the Mission--is it enough to make changes in individual's understanding and approach to gender in development, or should we look for ways to make a greater impact on the Mission's overall programming?

5. Institutionalization-- how to balance the contributions of Fellows in their technical areas, with the larger goal of the institutionalization of gender in the Mission. How can we (or can we) move the Missions along the continuum from sensitivity to institutionalization?

OK--I hope this starts the conversation going...we look forward to your response. Anything else happening in the workshop planning that we need to be aware of?? or doing?? Still on for the March meeting?? should we be thinking of locals to invite? just let us know!

WorldWID
Fellows Program

WORLDWID FELLOWS FINAL EVALUATION REPORTS REVIEW

THEMES AND ISSUES

I. Fellow Roles

A. A number of fellows expressed their concerns about their field assignments and roles. Some believed that, although their scopes were relatively well defined, their eventual roles at their respective USAID Missions were less focused. Others felt that their professional expertise and academic backgrounds had little or no relevance to their Mission activities.

B. Most fellows did not know what, in terms of support and assistance, to expect from their assigned Missions. Some fellows proved more resourceful in seeking help than others. Some were lucky, and others got little or no help from their country Missions.

C. Several fellows felt that their Missions did not fully and appropriately utilize what they had
to offer. They were not put in positions where they could contribute the most to Mission programs.

D. A number of fellows expressed, in varying details, the need to be realistic about what can be accomplished in a limited period of time.

II. Mission Support and Services

A. Fellows, in general, had no idea as to what their privileges and rights were, especially with regard to access to Mission/embassy social-fitness clubs, commissary, diplomatic pouch, etc.

B. Most field Missions were, by and large, supportive and helpful at least in the initial stages.
Mission support at later stages of the field assignments varied.

C. Most fellows had mentors to help and guide them during their field assignments. However, some expressed the need for more formal mentoring by relevant Mission departments. More often than not, mentors were from outside the fellow's area of

interest or field of expertise. Moreover, it appears that mentors were mostly assigned on an informal basis.

D. The overwhelming majority of fellows were provided with work space, office equipment (e.g. computers with e-mail), and access to support staff.

E. Travel logistics and support varied considerably. Some Missions provided travel grants, although that was vary rare and within Mission approved areas. Some helped with daily work commutes/car pools. A number of fellows lived within walking distance to their workplaces.

F. In most cases, Missions were helpful in locating/helping fellows find housing. Since a number of fellows served in politically unstable countries, Missions there insisted that they find housing in secure buildings. This had the result of increasing their rent payments.

III. Integration of Fellows and Logistical Support

A. Some fellows felt that they were not well integrated into their respective Missions. Others
stated that they were well integrated into their divisions but not into the Mission as a whole. Others felt they were not integrated at all.

B. Fellows' responses on how well integrated they felt, as expected, varied. Some thought they were well integrated both at the division and Mission levels. Others ranked their level of integration low. In other words, Mission efforts to integrate fellows lacked uniformity across and consistency within Missions.

C. Social integration into American and other expat communities was a much easier task than getting established and integrated into the Mission and its programs.

IV. Training and Orientation Programs

A. Most fellows rated training/orientation programs in DC and Gainesville as beneficial. They acquired practical skills - gender analysis, participatory appraisal, etc. - and learned more about international development work.

B. Most fellows were satisfied with the training program materials, especially the case study practices.

C. A number of fellows stated that the Gainesville training programs and Washington, D.C. orientation sessions helped them to better understand and work within the USAID culture and bureaucracy.

D. Some fellows thought that training and orientation programs were too long and not well spaced. They would prefer a shorter training program and suggested a longer break between the Gainesville training programs and Washington, D.C. orientation sessions.

E. Most fellows believe that the Gainesville training programs and Washington, D.C. orientation sessions prepared them for the realities of field work.

F. On the other hand, some fellows felt that the training sessions were a bit too general and somewhat academic in nature. They want to see more project/country specific information in the training program curriculum and presentations.

V. Reports and Communication

A. Most fellows, as required, filed weekly and monthly reports to WorldWID. Some combined their weeklies. Very few chose not to report. Two fellows saw them as unfair demands on their time.

B. The overwhelming majority of fellows stated they were satisfied with communication and backstopping services provided by WorldWID.

C. Most fellows had computers with e-mail access.

D. Most fellows did not use the WorldWID listserve. Others read the postings on the listserve but did not contribute to the listserve. Fellows had other ways and means, like e-mail, of keeping in touch with each other.

E. Most fellows expressed appreciation for of WorldWID staff's quick responses and helpful feedback.

VI. Scope of Work and Accomplishments

A. All fellows were able to accomplish their Scope of Activities (SOAs). Not everyone discussed constraints and opportunities encountered in carrying out their SOAs. Of those who did, politicization and conflicts in the Mission and with host country project management processes, lack of understanding and support of fellows field work, time constraints, and language barriers were the most common constraints faced by the fellows.

B. Fellows were not unanimous in assessing the importance of having SOAs before arrival in country. Most fellows thought that having a developed scope was valuable to their

field work. However, others believed that it was important to have field realities reflected in their scopes.

C. Fellows recommend that WorldWID needs to: (1) be realistic about what can be accomplished; (2) make fellows placement contingent upon the Missions meeting certain criteria; (3) encourage missions to utilize fellows in appropriate/relevant sectors/divisions; and (4) communicate with fellows more frequently.

VII. Integration of Gender into and Impact on Mission Programs

A. Most fellows were more successful at the individual rather than at the division or Mission levels in their efforts to integrate gender into USAID programs. They made themselves available for formal/informal consultation, organized brown-bag sessions on gender, and conducted workshops on women in development.

B. A number of fellows stated that integrating gender in mission programs had been a learning experience for themselves as well as their respective host organizations. There are no procedures or blue prints to adhere to.

C. Most fellows expressed the view that their impact on Missions and counterparts as far as gender integration was concerned, was limited at best, or negligible.

D. Few fellows believed that they had increased gender sensitivity at the individual and division levels.

E. There seems to be a confusion between gender analysis and gender sensitivity. These terms were used interchangeably in some fellows reports. Gender analysis, as I understand it, is a means or tool to an end: gender awareness - sensitivity - integration.

VIII. Fellows Personal and Professional Development

A. Most fellows believe that they have significantly benefitted from their fellowship experiences both personally and professionally.

B. A majority of fellows feel that they have learned more about international development, in general, and have gained insight, specifically, into the inner workings of USAID.

C. Most fellows stated that they have a better appreciation and deeper understanding of roles women play in development programs.

D. Most fellows developed and maintained personal and professional contacts.

IX. Fellows Contributions

A. A number of fellows have prepared WID-related proposals for their host Missions. It is not, however, clear if they were funded or if there are plans for implementation.

B. Most fellows shared with Mission and partner organizations staff ideas on ways to integrate gender issues and concerns into their programs.

C. Some fellows produced WID training material for use in gender training programs. Others conducted research into a variety of WID-related topics.

D. A few fellows organized workshops/training sessions and lectures/presentations on gender issues. Others initiated a number of less formal gatherings and discussions.

X. Suggestions to Future Fellows and Recommendations

A. Do not place a fellow in a country where they have no competency in the administrative language.

B. WorldWID needs to more effectively accommodate the needs of WID fellows' families.

C. Shorten training/orientation programs with out losing their substantive value.

D. Provide more country specific orientation and case-study practice.

XI. WorldWID Fellows Roster

NAME	COUNTRY	MENTOR	TYPE OF WORK	TRAINING OF GENDER TRAINERS
1. Lisa Waugh	Guatemala	Jack McCarthy, Coordinator Peace and Special Programs	Peace Programs	Yes
2. Marylee Rambaud	Egypt	Sally Patton Education Office	Girl's Education	Yes. Not in March 99
3. Kimberly Medley	Madagascar	Share Maack Natural Resources/WID Officer	Natural Resources Management	Yes
4. Elizabeth DuVerlie	Romania	Randal Thompson Program Officer	Health Communication	Yes
5. Kim Loreno	Peru	Miriam Choy Economist/WID Officer		Yes
6. Neema Caughran	Nepal	Nancy Langworthy Jane Nandy	Anthropology and Gender	Yes
7. Shari Bryan	Malawi	Kiert Toh, Mission Director Karen Hillard, Chief Education and Institutional Development Section	Democracy and Governance	Yes
8. Mary E. Reid	Jordan	No mentor assigned. She managed to establish informal mentoring relationships.	Environmental Awareness / Water	Probably
9. Shelby F. Lewis	USAID/W	Bill Yaeger, Deputy Director Office of Transition Initiatives	Research on Women in War Torn Societies	Yes
10. Bob Jackson	Egypt	Francisco Zamora Health Officer	Health and Nutrition	No
11. Joan H. Farrelly	USAID/W	Jim Hester, USAID Environmental Coordinator	Environment	Yes
12. Karen Greene	Russia	Rick Scott, Director Program and Project Development	NGOs / Civil Society	Yes
13. Kathleen Graham	Uganda	Jim Gohary, Private Sector Officer	Economic Development	Yes
14. Tara Lumpkin	Panama	Nilka de Varela, Mission Economist	Environment / Comm. Development	May be
15. Anne Scheinberg	Honduras	Todd Sloan, RP Team Leader for Municipal Development	Democracy and Governance	Yes
16. Sharon Phillipps	El Salvador	Debbie Kennedy-Iraheta	Democracy and Governance	Yes
17. Catie Lott	USAID/W	Cate Johnson, G/WID Liz Winfield, HRD	Democracy and Governance	

7799 Leesburg Pike, Suite 1150 North Tower
Falls Church, VA 22043-2413
DATEX INC
Tel: (703) 903-9300; Fax: (703) 903-9301
Management by Design

Worldwide Women-in-Development Fellows Program (WWID)
(Funded by the Office for Women in Development (USAID/G/WID)

June 22, 1999

WorldWID - Subcontractor
FINAL REPORT
12 April 1996 - 11 April 1999

Contractor: University of Florida
Sub-Contractor: DATEX, Inc.
Prime Contract #: FAO-0100-A-00-6003-00
Subcontract #: FAO-0100-A-00-60003-00-S1, FAO-0100-A-6003-00-S2
Dollar Value of Prime Contract: $2,348,490
Dollar Value of Subcontract: $451,500
Obligated Subcontract Amount: $224,636.95
Reporting period: 12 April 1996- 11 April 1999 (Life of Subcontract)

Section I - DATEX (Subcontractor) REPORT

A. Narrative:

1. Background:

The Worldwide Women_in_Development (WorldWID) Fellows Program subcontract was awarded to DATEX, Inc. by the University of Florida on April 12, 1996. This is the final report submitted under this contract.

The WorldWID Fellows Program is an international development fellowship for mid_career professionals who can apply their technical skills to U.S. foreign assistance programs and who are interested in increasing their knowledge and capacity to incorporate Gender_and_Development (GAD) issues in their applied work. The goals of the WorldWID Fellows Program are: 1) to build a cadre of U.S. technical specialists who can facilitate the incorporation of gender issues into the development programs of the U.S. Agency for International Development (USAID); 2) to meet requests for gender analysis assistance in specific technical areas; and 3) to expand the human resources available in other U.S. institutions for those efforts.

DATEX's subcontract scope of work states that: "as part of the WorldWID Fellows Program, DATEX will provide technical support in USAID's strategic objective areas, will train and orient Fellows to USAID policies and programs, will maintain and further develop DATEX's Gender Source database, will assist the program with materials design and production, and will provide expertise in setting up electronic database, communications network, and the WorldWID homepage."

During the proposal process and throughout program implementation to date, the role of DATEX evolved upon unilateral redefinition and modification by the University of Florida. The WorldWID Consortium convened in November 1997 for planning meetings to clarify overall program direction and further define individual program activities of each consortium member. These meetings resulted in a narrowing of DATEX's scope of work for the remainder of Year Two and Year Three of the program. While the expected results at contract end remained the same, this realignment significantly cut DATEX's contributions to the overall scope of activities under the program. DATEX was asked to limit its activities to primarily networking (electronic discussion group facilitation and web page), with some assistance to the University in recruitment only as requested. This unilateral limitation placed by the University was not based on DATEX's performance and was never formalized in a contractual modification. Subsequent descriptions of activities, as outlined in Section I.A.3.a. and Section I.A.4.a., take into account this limitation which markedly lowered DATEX's level of effort under the project.

2. **Expected Results**: Following is a list of specific results expected at conclusion of the subcontract with the University of Florida.

1. Listing of all of the recruitment nodes developed throughout the life of the program;

1. Development of a Washington, D.C. Orientation model and agenda, and subsequent adaptation for each Orientation;
2. Three or more (as needed) successfully completed D.C. Orientation sessions held for each group of Fellows;
3. A ranked list of the strongest Fellows candidate applications submitted to Florida and the Advisory Board after each recruitment;
4. DATEX participation at each of the Advisory Board meetings;
5. Establishment and administration of a WWID electronic discussion group and facilitation of discussion; and
6. Establishment and upkeep of a WWID web page.

Contract-mandated deliverables:

a. Contract end Fiscal Report; and
b. Contract end Final Report.

Performance Standards:

a. Quality of services and Reports/Deliverables;
b. Timeliness of Performance;
c. Cost Control/ Effectiveness;
Satisfaction of Relationship to UF and consortium partners;
d. Satisfaction of Fellows; and
e. Managerial and Technical Competence/Effectiveness of Key Personnel.

3. **Major Activities:**

Staffing

Upon contract award, DATEX staff appointed to implement the WorldWID sub-contract were Mr. Felipe Tejeda (WorldWID Advisory Board Member and DATEX Director of Programs), Ms. Barbara Rossmiller (WorldWID Selection Committee Member and DATEX Program Manager), Ms. Kara Page (WorldWID Research Manager and DATEX Analyst), and Mr. Christian Boswell (WorldWID and DATEX Project Assistant). Ms. Page's role was reduced as DATEX's scope of activities was further defined. Recruitment responsibilities were shifted to the Project Assistant as a result. Ms. Andrea Freeman replaced Mr. Boswell in the capacity as Project Assistant, and Dr. Polidoro subsequently replaced Mr. Tejeda as the Senior Project Coordinator/Corporate Monitor. Due to internal reorganization at DATEX, Ms. Freeman later assumed Ms. Rossmiller's Project Coordinator responsibilities as of December 1997. As part of this shift, Ms. Miranda Loh took on Project Assistant tasks and responsibilities for the WorldWID Program.

a. **Core Activities (CAs):**

The WorldWID Consortium convened in November 1997 (Year 2) for planning meetings to clarify overall program direction and further define individual program activities of each consortium member. These meetings resulted in some changes to DATEX's scope of work for the remainder of Year Two and Year Three of the program. As of November 1997, as noted above in Section I.A.1., DATEX's current responsibilities and program activities have been substantially amended to comprise solely of the activities outlined below. Activities performed prior to this modification have been integrated and reported under Section I.A.4.a. reflect the modified scope of activities or **Core Activities (CAs)**, which are as follows:

1. **Recruitment and Advertising (CA#1):** (a) Advertising of program and recruitment of Fellows (general, as well as "special recruitments"), particularly through electronic recruitment media; (b) Maintenance and upkeep of recruitment database; and (c) Coordination with University of Florida and PVO/University Center in the development and design of a Recruitment Contact Database;
2. **Selection of the WWID Fellows (CA#2):** (a) Development and ongoing refinement of selection criteria; (2) Review and ranking of screened applications as part of participation on the selection committee; and (3) Participation on the Advisory Board;
3. **Placement (CA#3):** DATEX has no designated role in securing Fellow placements;
4. **Training and Orientation (CA#4):** (1) Backstopping to University of Florida during training, according to University needs and requests; (2) Assistance in the development,

organization and hosting of the component held in Washington, D.C., according to University needs and requests; and (3) Collection of background information and resources to Fellows;

5. **Backstopping (CA#5):** Backstopping and communication with University of Florida and Fellows as necessary;
6. **Networking (CA#6):** Establishment and administrative maintenance of the WWID-FELLOWS-L electronic discussion group and facilitation of discussion among subscribers;
7. **Database (CA#7):** DATEX has no designated role in maintaining or updating the applicant database.
8. **Sustainability (CA#8):** Maintenance, development and further expansion of the WWID web page as an avenue to promote the Program's sustainability and constituency.

As noted above, DATEX has not been delegated responsibilities under **Core Activity #3: Placement** and **Core Activity #7: Database.**

b. Current Buy-Ins: None

c. Subcontracting activities: None.

4. Performance:

a. Summary of Activities Accomplished: (to parallel Paragraph 3a. above)

CA#1 Recruitment and Advertising:

(a) Over the life of the WorldWID activity, DATEX worked to develop and refine recruitment strategies and methodologies, particularly through electronic methods, in order to reach a large number of the highest-caliber, mid-career professional U.S. citizens, as well as minority communities previously under-represented in USAID-funded activities. Using a variety of targeted and defined media and networks, DATEX announced and advertised the Program as a means to attract applications from the most appropriate and qualified crop of candidates. Specifically, DATEX performed a wide scope of recruitment activities through different outreach media in all five of USAID's strategic areas (democracy & governance; environment; economic growth; human capacity development; health, population and nutrition), as well as in the general area of WID and in minority-focused outreach. These methods included creating a WorldWID webpage, posting announcements in publications and to electronic discussion groups and mailing lists, and making personal contacts and postings within relevant organizations.

In the first year, DATEX designed and established the WorldWID web page providing basic

program information and application requirements. DATEX staff also designed a "resource links" page and Fellow profiles, which ultimately were never added to the page due to programmatic limitations set by the programmatic limitations set by the University as a result of the November 1997 meetings. In order to support all recruiting and outreach activities, DATEX drafted, developed and produced brochures and several differently sized and formatted advertisements to be posted in trade journals and professional newsletters, as well as electronic format to disseminate across the electronic networks. Over the course of the Program, DATEX also made public appearances and speaking engagements about WorldWID to various professional organization conferences and meetings (WEPAN/NAMEPA Convention, AWID Conference and the ALA Convention, as well as three (3) presentation to USAID Missions overseas). As appropriate, DATEX also promoted the program in its participation in D.C.-area international community functions as well as disseminated information while on USAID project travel with interested representatives of USAID, USAID-funded programs, and PVOs/NGOs.

Overall, as documented in the "long-form documentation" generated by DATEX's database and submitted to the University, DATEX contacted over 166 networks, organizations and websites in its efforts to promote the program and recruit candidates. In response to program needs during the second Fellows' recruitment, DATEX followed-up on our sixty-two (62) initial contacts and initiated 104 new contacts to expand on already existing range of outreach, with emphasis on reaching experts in Environment and applicants in the Native American community. DATEX also researched appropriate nodes for electronic recruitment, and directly contacted organizations as an alternative to web pages and/or discussion groups. Within the first year, DATEX added twenty-nine (29) additional contacts in the Native American community, and forty-seven (47) in Environment and Natural Resources, with an overall increase in electronic recruitment contact to over 100 new sources. The estimated reach of each contact is between 100 - 5,000 for some of the electronic discussion groups.

In addition, in coordination with the University (Martin McKellar, and subsequently Katie Lynch) and PVO/University Center (Mary Lou Surgi), DATEX undertook specialized recruitment efforts for outstanding placement requests by USAID Missions in the Dominican Republic (twenty-six nodes and networks), Mali (nineteen nodes and networks), India (twenty nodes and networks), and South Africa (nineteen nodes and networks). The University did not request assistance from DATEX to initiate specialized recruitment efforts for a Morocco Fellow. In addition, DATEX continued its task of generalized recruitments for the revised December 22, 1997 application deadline (forty-seven nodes and networks). Subsequent specialized recruitment activities were undertaken for placement requests made by the G/WID office (twenty-three nodes and networks) and by the Ukraine Mission (twenty-one nodes and networks). Ms. Freeman and Ms. Loh continued to refer potential applicants and candidates to Ms. Debbie Rodriguez, the University's Program Assistant, when these individuals contacted DATEX, rather than the University for further information.

In addition, DATEX responded to telephone and e-mail inquiries, and in accordance with proper protocols established by the University, directed all inquiries to the University's WorldWID Office. Upon finding that many of these phone inquiries came from entry-level, rather than mid-career, candidates, DATEX developed a list of alternate resources and related information for those applicants ineligible for the Program.

(b) DATEX developed, designed and implemented a customized database to record and track the range of contacts, as well as the degree of interaction and correspondence, over the course of the contrcat's general and "specialized" recruitments and outreach efforts. DATEX's designated areas of focus were primarily Environment and Natural Resources, as well as the recruitment of minority candidates. The FoxPro application allows for the generation of a "long-form" summary analysis of recruitment activities for review by Program Management. Designed to allow several types of summary reports (by sector area, by medium, etc.) on recruitment activities for review by Program Management, this Fox Pro database stored information such as dates of contact, medium of recruitment (electronic discussion group, posting on a website, flyers sent, etc.) and scope of contact over recruitment pushes. Over the course of recruitment rounds, DATEX provided the University (Recruitment Specialist Martin McKellar) with updated report copies of the recruitment data. However, due to the level-of-effort limitations placed on DATEX in the last program year, finalization of entries for the specialized recruitments and final production of the recruitment report for the University was discontinued in accordance with the University's wish to replace it with a "contact database" to be designed, implemented and used by the PVO/University Center (see below).

(c) As part of its revised scope of activities, DATEX actively communicated with the PVO/University Center (Mary Lou Surgi)and the University (Martin McKellar) in the preliminary stages of developing and implementing a centrally-located Recruitment Contact Database accessible to all consortium members through the WWID web page. DATEX provided technical consultation to assess the feasibility of the proposed database, as well as feedback on the structure and scope of information to be contained. DATEX's role remained undefined beyond this point and scope of collaboration. To date, DATEX has not been tasked with installing the Database on the WorldWID webpage.

CA#2 Selection of Fellows:

(a) DATEX, in collaboration with the University, designed a standard selection criteria checklist to be used for application review and short-listing purposes. This criteria was further refined in subsequent rounds to adjust to programmatic needs and revise ranking standards accordingly.

(b) As a members of the Selection Committee, Ms. Rossmiller, and subsequently Dr. Polidoro, reviewed application packets and provided comments to assist the University in short-

listing applicants for Advisory Board review. Mr. Polidoro and the WWID team reviewed nineteen (19) pre-screened applications, evaluated applicants according to technical criteria, and submitted a ranked listing of candidates to University of Florida within program deadlines.

(c) The WorldWID Advisory Board meeting to finalize the selection of WorldWID Fellows, originally scheduled for early April 1998, was postponed due to scheduling conflicts. In February 1998, WorldWID principals consulted with Dr. Polidoro in his Board member capacity to provide input on determining the proper course of disciplinary action for WWID Fellow Tara Lumpkin. Dr. Polidoro provided an objective assessment of the situation and its repercussions for Ms. Lumpkin, the WorldWID Fellows Program, and the G/WID office as a whole. While Dr. Polidoro promised to fully support the University in any decision it opted to make, he provided his own recommendations on how to handle the matter professionally and without risk to the program.

CA#3 Placement:

DATEX had no designated role in negotiating or securing Fellow placements in USAID Mission offices or USAID-funded project field offices. However, in the early stages of the program, DATEX, under the University's guidance and oversight, explored possibilities for Fellow placements. Contacts were made by Felipe Tejeda, then DATEX Director of Programs, with WID Officers and USAID Mission staff in Central and Eastern Europe, as well as by Kara Page, then DATEX's WorldWID Research Manager, with WID Officers in Central America during a non-WorldWID-funded TDY in July 1996, which included the development of gender-sensitive indicators for monitoring and evaluation. In addition, DATEX looked into the possibility of placing Fellows in existing USAID-funded activities managed by DATEX, particularly the Southern Africa Regional Democracy Fund (SARDF) project in Gaborone, Botswana, and the Agriculturally Sustainable Systems and Environmental Transformation (ASSET) activity in Port-au-Prince, Haiti.

CA#4 Training and Orientation:

Training and Orientation comprise the first stage of the WWID Fellowship. **Training** consisted of approximately six weeks of WID/GAD training designed, coordinated and implemented by the University of Florida. In addition to presenting session's on USAID methodologies (further detailed below), DATEX supported these activities as needed. Immediately following Training, Orientation consisted of approximately a two-week session held in Washington, D.C. and co-hosted by DATEX. The planned Orientation agenda ensured consistency and a seamless transition from the training activities to introduce Fellows to the USAID environment and the international development community (PVOs/NGOs, private sector firms, and international donor agencies), as well as to facilitate personal and organizational linkages for the Fellows in this community.

DATEX collaborated with the University to design and implement three (3) "regular" Training and Orientation programs (February-March 1997, June-July 1997 and March-May 1998) in addition to a special individual session in January 1997 for the first Fellow fielded under the program. DATEX's scope of activities in Training and Orientation programming changed significantly from the first round in February-March 1997 to the third round held a year later. Despite this evolution, the original model for the Orientation agenda developed by DATEX and successfully implemented by the University-DATEX team in the past was utilized again with little change to the overall structure and content. Performance under this two-part CA is broken down individually into the three (3) Training and Orientation sessions in which DATEX participated.

Neuwirth Orientation: DATEX worked closely with G/WID and the University to design and host a specialized individual Orientation session for Jessica Neuwirth (Nepal) from November 20 through December 6, 1996 in order to accommodate her placement's timing needs, which were different from the overall first group of Fellows.

January -February 1997: In support of the University's Training activities, DATEX Program Manager Barbara Rossmiller traveled to the University for the first two rounds of Training to present a session discussing the history of USAID's Monitoring and Evaluation (M&E) practices and approaches. Particular focus was given to current M&E practices and methodology within the reengineered USAID. In addition, DATEX responded to the University's requests for research and information for Fellows during the Training session. Packets of information were subsequently distributed shortly thereafter at the D.C. Orientation.

Six Fellows and University Program staff later traveled to Washington to participate the DATEX-hosted Orientation. DATEX arranged and coordinated all logistical and administrative matters including hotel and local transport, a special meeting room for the keynote speaker evening event, and office facilities for Fellows and Program staff. DATEX also identified appropriate speakers and arranged a panel discussion with invited speakers from throughout the development community. Representatives from USAID, the PVO/NGO community, the donor community and the private sector participated in the Orientation facilitated by DATEX. As background material, DATEX produced individual information packets for Fellows and University staff and provided background information for Fellows as needed.

Upon Orientation completion, DATEX conducted an evaluation of the sessions for subsequent review and analysis by Program Management. The DATEX Orientation received high marks from the Fellows: on a scale of 1-6, the median score for the overall evaluation was 4.04. Sixty-three percent (or 15 out of 24 sessions) scored a rating of 4 or higher. Eighty-seven percent ranked above average, scoring a 3 or higher. Based on these results, DATEX, in collaboration with the University, worked to refine and adapt the sessions accordingly.

June-July 1997: While in Washington, D.C. in May 1997 for discussions with USAID/G/WID, WorldWID Training Coordinator, Lisette Staal, visited the DATEX Home Office to collaborate in the development of some of the training modules, discuss planning and coordinate accordingly for the June Training and Orientation program. As a result of the meeting, (1) the WWID Program requested the on-site assistance of the DATEX Program Assistant, Andrea Freeman, for approximately one month during June Training in Gainesville in order to provide general administrative and logistical support to the University; (2) it was agreed upon by both the University and DATEX that Ms. Rossmiller would attend a two-week portion of Training; (3) DATEX was given the responsibility of planning one day of presentations for the D.C. portion at DATEX's Home Office, as well as providing logistical support for hotel and transportation arrangements; and (4) DATEX was delegated with preparing background documents for the Fellows. The exact details of Ms. Freeman's participation were to be negotiated and determined thereafter.

Due to the labor-intensive requirements of organizing the D.C. portion, DATEX was unable to send Ms. Freeman to Gainesville without having another DATEX employee take on some of the Program Assistant responsibilities in Ms. Freeman's absence, especially as Ms. Rossmiller was also due to attend a 2-week portion of the Training. However, as the Training agenda was further developed, the University found that it could provide these support services internally and thus would no longer require Ms. Freeman's assistance. Ms. Rossmiller's participation in Training was subsequently reduced to a single week.

During her time in Gainesville the week of July 14-18, 1997, Ms. Rossmiller: (1) conducted sessions on monitoring and evaluation in the USAID context, addressing specific results-oriented approaches required under the reengineering mandate, assessment and determination of indicators, and impact assessments; (2) conducted a joint session with Dr. Sandra Russo and Ms. Mary Lou Surgi on the USAID program cycle from the perspective of its implementors; (3) finalized arrangements and planning for the upcoming Orientation component held in Washington, D.C.; and (4) met separately with several Fellows to discuss DATEX projects and Fellows' upcoming assignments in order to share any DATEX resources available.

In preparation for the Washington, D.C. component, DATEX made preparations for the specific panel discussions and Orientation sessions to be held at the DATEX Home Office, as well as some of the sessions in USAID space. DATEX collaborated closely with the University in logistical arrangements, with frequent communication between Ms. Freeman and Ms. Rodriguez. DATEX also researched assignments for each of the Fellows, collecting a wide range of background documents, sector-specific and regional documents, bibliographies, and contact information for relevant organizations working in countries and/or sectors specific to Fellow placements. In addition, Ms. Freeman assisted the WWID Program Officer, Julia Escalona, in identifying contacts and facilitating the scheduling of meetings between Fellows and

representatives of scope-related organizations, as requested by the University.

DATEX developed and administered a detailed evaluation of the Washington, D.C. component. In a departure from the positive feedback received from the first Orientation, this round of evaluations displayed some criticism of DATEX's scope in the program. However, qualitative and quantitative analyses of these evaluations showed that DATEX-organized sessions rated higher average and mean scores than the first round Orientation, as well as a higher overall ranking. Many of the speaker contacts in USAID and PVO/NGOs and multilateral organizations which DATEX made during the first Orientation remained valuable, with many of the same people and/or organizations participating again in July.

After both March and July Training sessions, DATEX continued to research, order and collect outstanding publications and document requests made by current and new Fellows to meet their placement-specific information needs. As well, Ms. Freeman and Ms. Loh researched and compiled background materials, documents, and contacts for Morocco Fellow Nina Etyemezian, who began her specialized Training and Orientation on January 20. Research efforts were commenced for the other specialized recruitments: Mali, South Africa, Dominican Republic, and India. However, due to limitations on DATEX's level of effort, DATEX was unable to identify and collect an adequate amount of information for the Fellows.

March-April 1998 Training: DATEX's role in both the Gainesville and Washington, D.C. portions were largely eliminated from this round of Orientation and Training. DATEX was available for guidance related to the Training, yet was not requested to assist in preparations. The WorldWID program office requested permission to utilize office space and resources in DATEX's space located in downtown Washington, D.C., an office dedicated entirely for use by USAID/G/ENV staff. Due to scheduling problems, DATEX was unable to accommodate WWID's request. However, DATEX offered its corporate headquarters in Falls Church as an alternative site, which the University did not accept.

CA#5 Backstopping and communication with University of Florida and Fellows:

Following-up on the submission of the Annual Report for Year 1 activities, DATEX submitted a detailed work plan of DATEX program activities for the remainder of 1997. Mr. Tejeda and Dr. Russo instituted weekly status meetings, as did Ms. Rossmiller and Dr. Seitz. The latter were later replaced with weekly status meetings with Ms. Staal throughout the training period. In response to shifting program needs, DATEX attended a series of strategic planning meetings in November 1997 with various WorldWID program staff and others at the University of Florida's Office of International Studies and Programs to discuss future program implementation. The results of these meetings altered DATEX's scope of work under the program. A revised work plan was submitted by DATEX for the remainder of Year 2 in accordance with the new scope of activities. In addition, DATEX developed and implemented a new, comprehensive weekly

reporting format in concert with the University's requests. Ms. Freeman and Ms. Rodriguez continue to be in frequent communication regarding administrative matters.

In coordination with the University of Florida, DATEX maintained communication and a professional rapport with Fellows in the field through the Listserv and individually as requested by Fellows. DATEX also continued to send out ad-hoc notices to individual Fellows as they pertained to Fellow placements and scopes of work. Feedback from the Fellows on this information exchange was very positive. Backstopping activities for the Fellows have ranged from assisting Fellow Joan Harrigan-Farrelly in locating an apartment in the D.C. area, researching in-country contacts for Fellows Sharon Phillipps and Tara Lumpkin, to forwarding publications to various Fellows as requested. In addition, Ms. Rossmiller and Ms. Freeman were able to meet briefly with Fellow Tara Lumpkin during her visit in Washington over the Christmas holidays in 1997, and Dr. Polidoro was able to schedule a brief informal meeting with Fellow Karen Greene while in Moscow on DATEX business in the spring of 1998.

CA#6 Networking:

After extensive research by DATEX into the various options available for the establishment of an electronic discussion group for the WorldWID Program, the WWID-FELLOWS-L list was launched on May 22, 1997 utilizing the University of Florida's electronic mail server and managed by DATEX. The purpose of the discussion group was to serve as a resource center for queries as well as a means of disseminating information. In the future, the hope was to further expand its function to a larger networking scope, where Fellows could maintain contact and discuss issues encountered during their tenures. A total of ninety-six (96) postings were made to the list. At its height, membership stood at thirty-eight (38) subscribers, comprised of WorldWID Fellows, program staff and Advisory Board members.

Since the WWID-FELLOWS-L list's inauguration, DATEX managed the administrative dimensions of maintaining the electronic discussion group as well as took a proactive approach in its substantive management by initiating discussions intended to promote the exchange and information of ideas among WWID Fellow and program staff. DATEX manually updated all list e-mail addresses and subscription changes during transition periods, such as arrivals to or returns from Fellow placements, and monitored the list for any operational errors. Despite active and topical facilitation of discussion on the list, enthusiasm for communication and participation among all subscribers was never more than lukewarm. In response, DATEX suggested to the University a regularly released newsletter-type mechanism disseminated through the list as a means to inform Fellows, staff, and Advisory Board members of program developments and events. The University declined this formal medium in favor of a more informal submission by individuals with either personal or other information to share. By early 1998, DATEX's activities had been largely limited to working under this core activity.

DATEX also managed the WorldWID webpage as an instrument in the program's sustainability and networking. Ms. Freeman and Ms. Rossmiller attended HTML and web page development classes in order to bolster internal programmatic capacity to modify and enhance the DATEX-designed webpage. In coordination with the University, DATEX updated the WorldWID web page several times to reflect program changes and updates. Original plans to further develop the scope of the webpage to include relevant links, Fellow profiles, and other items of interest and public relations nature were later curbed and due to limitations on level of effort imposed by the University.

DATEX staff also continued to represent the program at various meetings and conferences at which DATEX was already in attendance.

CA#7 Database:

DATEX has no designated role in maintaining or updating the applicant database.

CA#8 Sustainability:

In an effort to promote the WWID program's life beyond the contractual duration, DATEX has actively brain-stormed and contributed ideas to the University regarding potential avenues of expansion and visibility for the WorldWID program. In the work plan submitted over one year ago, as well as in the November planning meetings, DATEX submitted various proposed activities to the University of Florida. These have included a sample WWID Newsletter for distribution through the WWID-FELLOW-L electronic discussion group, a comprehensive proposal to conduct public relations activities to raise public awareness of the program, particularly in connection with USAID's own Lessons Without Borders initiative, and sample surveys as part of a Monitoring and Evaluation component. As described above, under CA#6, DATEX has also continued to modify the WWID web page to reflect new program directions and current program activities.

Reports and Other Deliverables:

Quarterly reports were completed and submitted as required in the contract. This is the final performance monitoring report submitted under this contract. Monthly invoices have also been submitted to OISP/UF as required.

5. Modifications: None pending at the moment.

B. Administrative Information:

	WorldWID Administrative Information		Total

WORLDWID FELLOWS PROGRAM, FINAL REPORT
(USAID FAO-0100-A-00-6003-00

WorldWID Fellows Biographies

WorldWID Fellows

✱ *indicates WorldWID Fellows attending the Forum*

Name: ✱ **Shari Bryan**
Country: **Malawi**
Sector: **Democracy & Governance**

Shari Bryan is an attorney, political organizer, and mediator who earned her Juris Doctor from South Texas College of Law. Before beginning her fellowship she was Director of International and Special Programs at the National Women's Political Caucus. She has developed advocacy programs and strategies for increasing women elected and appointed to office in the U.S., and creating civic leadership throughout the world. She has international experience as Assistant Attorney General in the Republic of Palau, Micronesia and has practiced in the areas of civil, criminal and international law. During her fellowship, Ms. Bryan worked in Malawi specializing in Democracy and Governance as well as women's empowerment. Shari is currently the Deputy Director for Central, East and West Africa at the National Democratic Institute. She is responsible for overseeing democracy and governance projects in over 20 countries in the region.

Name: ✱ **Neema Caughran**
Country: **Nepal**
Sector: **Democracy & Governance**

Neema Caughran has lived and worked in India where she conducted a study of family dynamics, folklore, and change within a potter caste. She is a community advocate for women's rights. Dr. Caughran received her Ph.D. in Anthropology from Syracuse University, and her Master of Arts in Psychology and Art Therapy from Antioch College. She is a registered Art Therapist. Dr. Caughran was placed in Nepal to work with the USAID's Women's Empowerment Program there. She designed an orientation program for men whose wives are participating in the Women's Empowerment Program. She is also proficient in Hindi.

Name: ✱ **Elizabeth DuVerlie**
Country: **Romania**
Sector: **Democracy & Governance**

Elizabeth DuVerlie specializes in training and facilitation, writing and editing, and program development as related to PHN (population, health, and nutrition). She holds a Masters of Health Science from The Johns Hopkins School of Public Health and a Masters in French from the University of Wisconsin-Milwaukee. Prior to her fellowship, she was Assistant to the Director at the Center for Communication Programs at the Johns Hopkins School of Public Health; she has returned to the Center in the Africa Division. Her work in Romania focused on communication strategies to improve women's access to reproductive health care and women's and community empowerment. She worked extensively with mass media representatives for improved coverage of women's health and women's issues. In collaboration with Romania's leading family planning NGO, she developed and facilitated participatory training and gender analysis sessions in rural areas on women's empowerment.

Name: ✱ **Nina Etyemezian**
Country: **Morocco**
Sector: **Girls' Education**

Nina Etyemezian is a multilingual education specialist with experience in the area of girls' education. Before her WorldWID Fellowship, Ms. Etyemezian worked as a consultant at The World Bank in Washington, DC. There, she conducted a global needs assessment for girls' education. Ms. Etyemezian attended Harvard Graduate School of Education where she received her Ed.M. in International Education (1995). She is fluent in Arabic and Armenian, and is proficient in French. Ms. Etyemezian's was placed in Morocco for her WorldWID Fellowship where she continued using her expertise in girls' education and helped the Mission with its objectives in women and development. Ms. Etyemezian completed her fellowship this June and will be the TAACS for education at USAID/ Morocco beginning this summer.

Name: ✱ **Kathleen Graham**
Country: **Uganda**
Sector: **Democracy & Governance**

Kathleen Graham is a Stanford-educated lawyer with twenty years experience as a litigator in private practice, primarily in the area of employment law and complex litigation; an adjunct professor of law at the University of Minnesota; a judicially-appointed special master and mediator, and trained in ADR. Gender-based discrimination has been a primary theme in her practice, teaching and writing. She also works as a freelance journalist and invited speaker. She is listed in all editions of the Best Lawyers in America and was awarded the Hennepin County Bar Association's Professionalism Award. She has provided volunteer legal services in Nepal and Uganda for the Minnesota Advocates for Human Rights, her sponsoring organization. She is particularly interested in assisting women in attaining economic equity and full participation in civil society by working at the grass roots level. Ms. Graham was placed in Uganda.

Name: ✱ **Karen Greene**
Country: **Russia**
Sector: **Democracy & Governance**

Karen Greene is a community organizer with management experience who lives in Seattle, Washington. She is interested in including women's interests in the development of civil society in Russia. She has done research on an NGO sector in

Russia. At the University of Pittsburgh, she is a candidate for a Masters of Public Administration in Economic and Social Development, Public and International Affairs. Ms. Greene was placed in Russia working with Democracy and Governance: gender analysis of the NGO sector programs.

Name: * Joan Harrigan-Farrelly
Country: United States
Sector: Environment

Joan Harrigan-Farrelly is a Caribbean environmentalist with experience in conservation, coastal zone management, environmental planning, and community development. Ms. Harrigan-Farrelly was Program Manager for the U.S. Virgin Islands Coastal Zone Management Program from 1991-1995. Before her fellowship began at the USAID office in Washington, DC, Ms. Harrigan-Farrelly was the Coordinator of the Conservation Data Center at the University of the Virgin Islands. In Washington, Joan worked with the environment office of the Program, Planning and Coordination unit. She assisted in the integration of gender to strategic objectives at the policy level. Currently, Joan is working at EPA (although not involved in gender issues) as a Special Assistant in the Office of Ground Water and Drinking Water, Standards and Risk Management Division. She also continues to write on women's and children's issues when she gets an opportunity.

Name: Robert Jackson
Country: Egypt
Sector: Health

Robert Jackson, an Associate Professor in the Dept. of Nutrition and Food Science at the University of Maryland, College Park, is an expert in International Nutrition and Health issues. He has over 45 publications in health and nutrition and has trained several graduate students in international nutrition. His research focuses on nutritional anemias of women and assessments of iron and nutritional status. Dr. Jackson has significant international experience in research and applied nutrition programs, and has worked in Kenya, Tanzania, Mexico, Egypt, Liberia, Jamaica, Ghana, and Guinea. Robert Jackson speaks Kiswahili. In Egypt, where he completed his fellowship, Dr. Jackson worked on establishing a gender-sensitive anemia intervention program designed to improve the iron and anemia status of adolescent girls. Working with the USAID WID staff, Dr. Jackson designed an intervention program to empower young girls to improve their health and anemia status. Following his WID experience in Egypt, Dr. Jackson went to Kuwait for 9 months as a Senior Research Fulbright Scholar.

Name: B. A. Laris
Country: Mali
Sector: Health

B. A. Laris is currently at her WorldWID Fellowship assignment in Mali, West Africa. The goal Ms. Laris had when she went on assignment was to enhance Plan International's AIDS/STD project, and has focused on training and evaluation. She has organized the training of the staff of over 50 local NGOs to enrich their competence in the field. Ms. Laris holds a Masters of Public Health in Health Education from California State University. She is also a returned Peace Corps Volunteer who spent three years working as a Community Development Agent in Mali. She is proficient in both French and Bambara, and has become very familiar with the culture of Mali because of her various experiences there.

Name: * Shelby Lewis
Country: United States
Sector: Democracy & Governance

Shelby Lewis is a Development Specialist at The College Fund/ UNCF and President of Development Consultants Network. She is a political scientist with considerable experience in higher education administration and international development. Dr. Lewis' research and advocacy activities show a strong concern for the economic, social, and political causes and consequences of gender-based disparities. She was founding director of the only doctoral program in Women's studies that focuses comparatively on women of African Descent - the Africana Women's Studies program at Clark Atlanta University. Dr. Lewis has lived and worked in Uganda, Tunisia, Zambia, Lesotho, and Zimbabwe. Dr. Lewis worked at the USAID office in Washington, DC for her WorldWID Fellowship where she focused on field research on women in war torn societies.

Name: * Karen Loreno
Country: Peru
Sector: Economic Growth

Karen Loreno has worked in community development and education for over 16 years. Her work has included developing community-based programs, conducting applied research and training volunteers. Her projects have ranged from global marketing and international development to family planning and consumers' use of food stamps. Ms. Loreno received her Master of Arts in Agricultural Economics in 1991 from Washington State University. Ms. Loreno has lived and worked in Oregon, Washington State, the Dominican Republic, and Japan before her WorldWID assignment in Peru. After her fellowship, Ms. Loreno resumed her work with Washington State University on the same projects she had prior to her WorldWID experience: a CDC-funded project to reduce teen pregnancy through a community-based approach and a USDA-funded community development project.

Name: Catie Lott
Country: USA
Sector: Democracy & Governance

Catie Lott has just completed her fellowship at the USAID G/WID office in Washington, DC. On her fellowship she provided technical advice to Missions about democracy and governance issues while taking the lead role in the development and design of the first U.S. Government anti-drug trafficking strategy for Asia.

Ms. Lott has since returned to Cambodia to continue overseeing the start-up phase of the anti-trafficking initiative in the Mekong Sub-region. Before undertaking her fellowship, Ms. Lott was employed with USAID/Cambodia as the Rule of Law Project Manager. In this position she managed five international NGOs, overseeing projects that promoted women's rights. Ms. Lott has also worked as a professional writer and editor throughout East Africa, Southeast Asia, and Latin America. Ms. Lott received her Master of Arts in Magazine Journalism from Syracuse University (1985).

Name: Tara Lumpkin
Country: Panama
Sector: Environment

Tara Lumpkin is an independent development consultant and anthropologist with expertise in the areas of environment, health, gender, and communication. She has worked with USAID, UNICEF, Conservation International and other NGOs. Dr. Lumpkin has a working understanding of both French (advanced) and Spanish (intermediate). Dr. Lumpkin received a Ph.D. in anthropology from the Union Institute (1996) and a Masters Degree in creative writing from Antioch University (1988). Dr. Lumpkin was placed in Panama for her WorldWID Fellowship. Currently, she is working on several videos, including a video on AIDS in Sub-Saharan Africa. She is also Project Development Officer for the Florence R. Kluckhorn Center, an NGO that facilitates intercultural communication in order to improve communication between indigenous peoples and other stakeholders.

Name: * Kimberly Medley
Country: Madagascar
Sector: Environment

Kimberly Medley is interested in the intersection of community development and natural resource management. She received her Ph.D. in Botany, Plant Pathology from Michigan State. Dr. Medley also has a Master of Arts in Physical Geography from Michigan State. Currently she is an Associate Professor in Geography at Miami University of Ohio. Her placement was in Madagascar. She was responsible for looking at the relationship of biodiversity and social development indicators in the Mission's programs.

Name: * Donna Nails
Country: Ukraine
Sector: Economic Growth

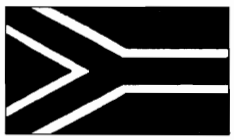
Donna Nails is currently on her WorldWID Fellowship in the Ukraine. Within the Office of Private Sector Development, Donna is working to integrate gender considerations into small and medium enterprise activities and foster intersectoral gender integration. Her accomplishments include working with small and medium enterprise projects to gather sex-disaggregated data, analyze activities, and integrate gender considerations into their analysis. A mission-wide committee was formed to work with strategic objective teams and all activities to create a sustainable legacy of gender analysis. Prior to her fellowship, Donna served as an Advanced Business Volunteer with Peace Corps/Moldova. Her service included working within a United Nations Development Program funded Business Center and Gender in Development project. Donna was also named Volunteer Leader during her second year focusing on Women in Development activities. Ms. Nails is functionally fluent in Romanian. She attended DePaul University in Chicago and received a Master of Business Administration. Her concentration was International Business.

Name: Jessica Neuwirth
Country: Nepal
Sector: Democracy & Governance

Jessica Neuwirth has traveled and worked in many countries. Before her WorldWID Fellowship placement in Nepal, Ms. Neuwirth worked at the United Nations in New York as a Legal Officer. She received her Juris Doctor from Harvard University School of Law in 1985 and her Bachelor of Arts in History from Yale University in 1982. In 1992, together with a South African lawyer and an Iranian lawyer, she founded "Equality Now", an international women's rights organization, which has grown to include several thousand members around the world.

Name: * Sharon Phillipps
Country: El Salvador
Sector: Democracy & Governance

Sharon Phillipps was raised in Panama and conducted extensive sociological research there. She has expertise in the following research and technical areas: rural and urban development, poverty, migration, labor and employment, policy analysis, data analysis, training, project design and management. Dr. Phillipps earned her Ph.D. in Sociology from the University of New Mexico and her Master of Arts in Sociology from San Jose State. Her native proficiency in Spanish aided her in her placement in El Salvador. There, she worked on Democracy and Governance as related to Women's participation in civil society.



Name: Donna Podems
Country: South Africa
Sector: Economic Growth

Donna Podems has developed, researched, and evaluated social infrastructure programs in Guatemala, Nicaragua, Peru, Belize, and the United States. She is experienced in creating evaluation plans and evaluating social infrastructure (training) projects in health, environment, education, agriculture, human needs and gender issues in the United States and Latin America. Ms. Podems is proficient in Spanish. She received an M.P.A. Public Administration and International Development from American University in 1991. She has recently completed her WorldWID Fellowship in Pretoria, South Africa.

Name: Marylee Rambaud
Country: Egypt
Sector: Girls' Education

Marylee Rambaud specializes in community mobilization, information dissemination, conceptual design for research and strategic planning, project management, and participatory teamwork. Dr. Rambaud received her Ed.D and Ed.M in Administration, Planning, and Social Policy Research at Harvard University's Graduate School of Education. Before her placement in Egypt she was a Research Associate at Harvard with a Child Care and Family Policy Project. In Egypt, while working with Girls' Education, Dr. Rambaud monitored and evaluated new and on-going activities designed to increase girls' access to quality education. She worked with NGOs, contractors, schools, the donor community, and public officials.

Name: Mary Reid
Country: Jordan
Sector: Environment

Mary Reid is a water resources specialist with Nevada Cooperative Extension and a member of the faculty of the University of Nevada, Reno. Since 1991, Ms. Reid has worked with rural communities in that arid region in designing non-employee formal community-based educational programming, including a community-based volunteer groundwater protection education program that received a national award in 1994. Mary Reid is fluent in Spanish. Through the WorldWID Fellows Program, Ms. Reid worked with an NGO, the Jordan Environment Society, which has about 20 branches throughout Jordan, in a project to enhance public awareness about water efficiency and water scarcity in the region. She was also involved with the Jordan Valley Authority to develop an Irrigation Advisory Service (an extension program) to enhance the efficiency in use of water in the agricultural sector in Jordan.

Name: * Anne Scheinberg
Country: Honduras
Sector: Democracy & Governance

Anne Scheinberg identifies herself as a "garbologist". She has worked extensively with urban management and project development in the United States and the Netherlands. She is an expert on European waste management systems with a focus on community participation and environmental performance. She has just completed a Fulbright Scholarship to Bulgaria and Hungary. Ms. Scheinberg has a Master of Arts in Public Administration from Harvard University and a Master of Science in Sociolinguistics from Georgetown University. Ms. Scheinberg speaks 7 European languages, including fluent Dutch, French, and Spanish. Ms. Scheinberg was placed in Honduras to assist the USAID Mission with a variety of public service delivery programs related to waste management and environmental protection, and to strengthen women's civic and political participation in these areas. As a result of her fellowship, she has developed a major professional interest in the role of gender analysis in public service cost recovery and modernization of urban services.

Name: * Lisa Waugh
Country: Guatemala
Sector: Support and Implementation of Peace Accords

Lisa Waugh is currently the Evaluation Coordinator at the Latin American Research and Service Agency. Before her fellowship, Ms. Waugh was the Special Projects Coordinator for Planned Parenthood of the Rocky Mountains in Denver, Colorado. Previous to that, she was a Peace Corps Volunteer in the Seychelles. Ms. Waugh has a Master of Arts in Public Administration from the University of Colorado, and a Bachelor of Science in Nursing. Ms. Waugh was placed in Guatemala to assist the Mission in the monitoring and evaluation process associated with USAID's support to the implementation of the Guatemalan Peace Accords.

WORLDWID FELLOWS PROGRAM, FINAL REPORT
(USAID FAO-0100-A-00-6003-00

WorldWID Fellows Addresses

Fellows' MAILING ADDRESSES

Shari K. Bryan
2223 Hall Place, NW
Washington, DC 20007
Tel: (202) 785-1100 (w) (202) 293-0972 (h)
Fax: (202) 785-3605 (w)
Email: shari_bryan@hotmail.com
MISSION: MALAWI

Neema Caughran
1438 N. Alamo #3
Tucson, AZ 85712
Tel: (520) 624-8318 (w) (520) 721-4610 (h)
(520) 624-599
Email: petwc@azstarnet.com
MISSION: NEPAL

Elizabeth DuVerlie
3120 Abell Ave.
Baltimore, MD 21218
Tel: (410) 243-1992 (h)
Email: eduverlie@aol.com
MISSION: ROMANIA

Nina Etyemezian
c/o Nelly Etyemezian
21 Cefalo Rd.
Boston, MA 02132
Email: netyemeizan@usaid.gov
MISSION: MOROCCO

Kathleen Graham
2460 West 24th St.
Minneapolis, MN 55405
Tel: (612) 377-8353 (o)
Email: NXTR18A@prodigy.com
MISSION: UGANDA

Karen Greene
12263 Corliss Ave., N
Seattle, WA 98133
Tel: (206) 368-2676 (h)
*in Pitt (412)362-3180
Fax: (206) 556-7808
Email: kgreene0@aol.com
MISSION: RUSSIA

Joan Harrigan-Farrelly
1600 South Eads St.
Apt. 938N
Arlington, VA 2 2202
Tel: (703) 920-7976 (Wash. Hm)
email: jhfarrelly@erols.com
MISSION: WASHINGTON

Robert Jackson
2808 Falling Brook Terrace
Adelphi, MD 20783
Tel: (301)405-4533(w) Fax: (301) 314-9327
Email: rj36@umail.umd.edu
MISSION: EGYPT

BA Laris
312 Hoffman Street
San Francisco, CA 94114
Tel: Fax:
Email: plaris@clarku.edu
MISSION: MALI

MAILING ADDRESS:
c/o Phil Laris
132 Alamar #1
Santa Barbara CA 93105

Lolita Lekha
201 28th Ave.
Seattle, WA 98122
Tel: (206) 320-9833 Fax:
MISSION: INDIA

Shelby Lewis
1921 Second St., NW
Washington, DC 20001
Tel: (703) 205-3449(w) (202) 234-1592(h)
Fax: (703) 205-2053
Email: slewis@uncf.org
MISSION: WASHINGTON

Karen Loreno
1315 Sunset Way
Cowiche, WA 98923
Tel: (509) 574-1600(o)/ (509) 574-1587(o/direct)
(509) 678-4829(h)/ Fax: (509) 574-1601
Email: loreno@wsu.edu
MISSION: PERU

Catie Lott
4335 Holt Road
Holt, MI 48842
517-694-0548
MISSION: G/WID WASHINGTON

Tara Waters Lumpkin
PO Box 2160
El Prado, NM 87529
Tel: (507)263-4771(h) Fax: (360) 738-8863
Email: tlumpkin@compuserve.com
MISSION: PANAMA

Kimberley E. Medley
Dept. of Geography Miami University
216 Shideler Hall
Oxford, Ohio 45056
Tel: (513) 529-1558 (w) (206) 781-0108hm
Fax: (513) 529-1948
Email: medleyke@muohio.edu
MISSION: MADAGASCAR

Donna Nails
c/o Brad Rossi
1917 W. Farwell
Chicago, IL 60626
Tel: (773) 764-5332
Email: dnails@usaid.gov
MISSION: UKRAINE

Jessica Neuwirth
226 West 58th St.
New York, NY 10019
Tel: (212) 586-0370
Email: jneuwirth@igc.apc.org
MISSION: Nepal

Sharon Phillipps
3610 Whitehaven Parkway, NW
Washington, DC 20007
Tel: (202) 219-8914 xt 134 (202) 298-5968(h)
Email: phillipps-sharon@dol.gov
MISSION: EL SALVADOR

Donna Podems
23 Puder Road
Newton, NJ 07860
Tel: 011-27-12-323-8869 (o)
MISSION: SOUTH AFRICA

Marylee Rambaud
105 Fayerweather St.
Cambridge, MA **02138-6804**
Tel: (617) 864-9552 (H) Fax: (617) 876-7576
Email: roland@dewolfe-cambridge.com
MISSION: EGYPT

Mary Reid
510 Mary St.
Fallon, NV 89406
Tel: (702) 423-5121 (o) (702) 423-1254 (h)
Email: mreid@aiinc.com
MISSION: JORDAN

Anne Scheinberg
C/O Anne Portia
672 Healdsburg Ave. # 10
Sebastopol, CA 95472-3
Email: Ascheinberg@nws.aubg.bg
MISSION: HONDURAS

Lisa Waugh
2929 6th Street
Boulder, CO 80304
Tel: (303) 938-9538 (h) (303) 722-5150 (w)
Fax: (303) 722-5118
Email: **waughs@worldnet.att.net**
MISSION: GUATEMALA